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Developing a Reinvestment System for Sustainable Initiatives in the Bellbird Biological Corridor CR19

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Developing a Reinvestment System for Sustainable Initiatives in the Bellbird Biological Corridor

**Chloe Adler-Mandile, Matthew Burd,
Julia Davenport and Noah Parker**



WPI

Developing a Reinvestment System for Sustainable Initiatives in the Bellbird Biological Corridor

Submitted to:

Professor Kurlanska and Professor Belz, Worcester Polytechnic Institute

Danielle Doggett, Managing Director, Sailcargo, Inc.

Monteverde, Costa Rica Project Center

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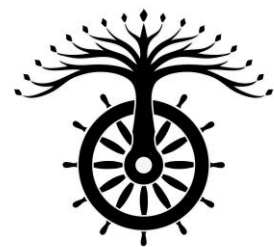
An Interactive Qualifying Project Report submitted to the faculty of WORCESTER POLYTECHNIC INSTITUTE in partial fulfillment of the requirements for the Degree of Bachelor of Science by:

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Sailcargo Inc.

This report represents the work of four WPI undergraduate students submitted to the faculty as evidence of completion of a degree requirement. WPI routinely publishes these reports on its website without editorial or peer review. For more information about the projects program at WPI, please see:

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Abstract

With a focus on sustainability and fighting climate change, Sailcargo Inc. wants to support producers and environmental organizations local to the Bellbird Biological Corridor. To help them achieve this, we developed a structure and implementation plan for a sustainable reinvestment system. Using data collected from interviews, content analysis, and surveys, we designed a process in which funds donated by investors are placed into the reinvestment system to be dispersed in the form of small grants. The eligibility of these recipients is determined by a committee through a questionnaire. The committee will follow up on projects using indicators to determine their overall success. This plan will allow Sailcargo to successfully reach their goal within the Bellbird Biological Corridor.

Executive Summary

Background

The Bellbird Biological Corridor (BBC) in Costa Rica is home to many sustainability initiatives that fall into a variety of sustainable themes. The Costa Rican government is aware of the negative consequences of climate change, and the creation of the corridor is part of a larger national push for sustainable practices (Rosenberg et al. 1997). Located at the coastal western reaches of the corridor, our sponsor, Sailcargo, is working to implement a reinvestment system focused on increasing the use of sustainable practices in the Bellbird Biological Corridor. The Sustainable Partners Reinvestment System, or SPARS, is a reinvestment program that will award grants to producers and sustainable organizations in the BBC in order to support projects that increase sustainability. The goal of this project was to design the SPARS program and a plan for its implementation.

In order to gather the necessary data to design the SPARS program and its implementation, our team completed four objectives. We determined the vision of Sailcargo's founders regarding SPARS, gained an understanding of sustainability practices implemented by producers and organizations in the BBC, explored how other organizations currently manage their grant or community reinvestment programs, and determined a set of easily measurable indicators to determine the future impact of SPARS grants.

Methodology

We addressed these objectives through expert interviews, content analysis of materials from established grant programs, and surveys. We learned what aspects of SPARS were most necessary through interviews with the leaders of our sponsor corporation as well as the administrators of established grant programs. We examined the application processes of nineteen active grant programs for common attributes and similarities in their processing protocol. Common questions were recorded and their frequencies were counted. We analyzed this data to justify our recommended proposal form. Examining the application processes of other grant programs revealed that many organizations request the applicant to supply a means to measure the impact or result of the project. Therefore, we surveyed ten sustainability-focused organizations operating in the Monteverde area to ask how the administrators of these organizations measure the impact of their initiatives. We received six replies.

Results

There are a variety of established organizations and producers operating in the Monteverde region that are actively implementing and promoting sustainable practices. Local farmers are primarily interested reducing their use of chemical fertilizers, composting, and incorporating the use of greenhouses. In areas outside of agriculture, organizations are working to encourage reforestation and habitat restoration, and a sustainable fishery is using selective fishing nets and teaching fisherman about how to fish sustainably. This focus on sustainability throughout the BBC indicates that there are already many possible recipients for SPARS.

Producers told us that grants were the most desired means of support. Grants are the most effective way to further the sustainability initiatives because they allow the recipient the freedom to use the funds exactly where they need to be used. For example, producers mentioned that they could use the grant to hire workers, as labor is expensive. This builds the economy and improves the standard of living in the area.

By examining the application processes of nineteen successful and established grant programs, we determined what content was most commonly requested across the different grant applications. We made a list of the most popular components, only selecting those applicable to a project-based program like SPARS. The set of project details we selected based on our initial research is provided in Table 1.

Table 1: Common Grant Application Terms

| Budget | Description | Experience | Focus | Impact | Indicators |
|---------------|-------------|------------|-------|---------------------------------|----------------|
| Justification | Objectives | Personnel | Plan | Relationships/ Collaboration | Sustainability |

These terms were included in a majority of the examined grant applications. We used this data to inform what should be included in the SPARS proposal and agreement forms.

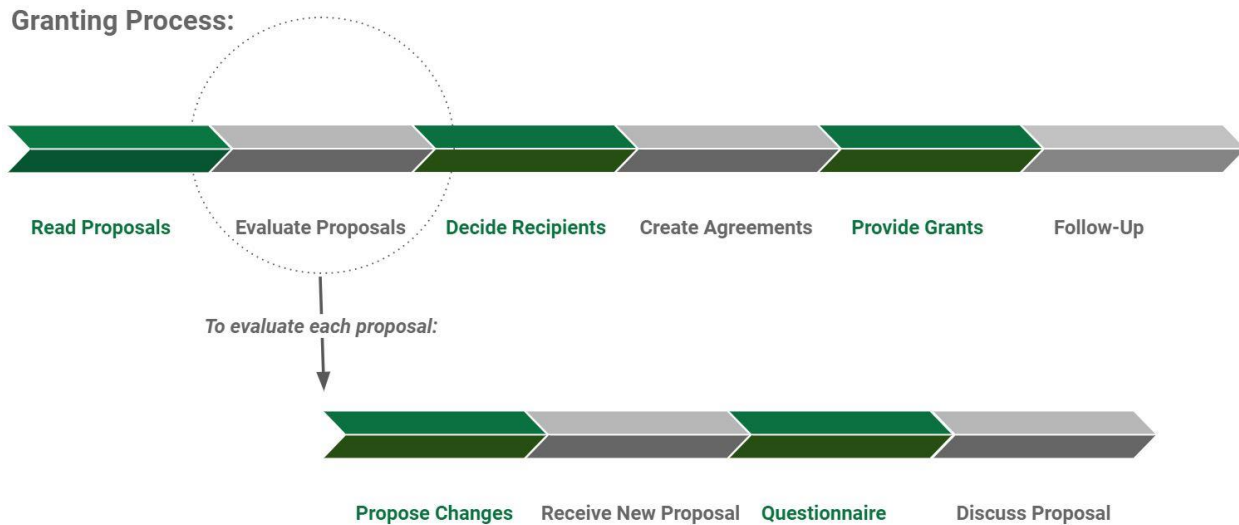
One commonly requested piece of information in the examined grant proposals was a plan to measure the impact of the proposed project. Using indicators and means of verification is an effective way to do this. Ten of the sustainable organizations who we interviewed or responded to our survey reported that they currently measure the success of their sustainable initiatives, and listed indicators and measurable evidence for doing so. For example, one reported indicator was increased agroforestry, and a means of verification for it was number of trees planted.

Additionally, we found that many small-scale producers are not well connected to each other nor the organizations that could provide assistance to them. Producers did not know of many other producers or whether they were utilizing sustainable techniques and leaders of organizations that promote sustainability said that they had difficulty building a network of small-scale producers. Without a network of small-scale producers, producers and organizations alike miss out on opportunities for mutual benefit.

Recommendations

Based on the results of our research, our team has decided on a recommended structure for the SPARS program as well as a recommended application process and implementation plan. We have determined that local producers and organizations would most benefit from small grants, if accepted as recipients of SPARS. Due to this, we recommend that the SPARS program provide small grants to recipients because it will provide the recipients with the opportunity and freedom to use their best judgement when implementing their sustainable projects. The recommended granting process is shown in Figure 1.

Figure 1: Granting Process



An individual or organization will apply for support from the SPARS program through the completion and submission of the SPARS proposal form. The proposal form is intended to be accessible and straight forward while still requiring the applicant to provide all of the necessary information to justify receiving a grant. This is due to the fact that applications that are too rigorous can unintentionally exclude certain groups from applying for the grant.

The SPARS proposals will be evaluated once submitted to Sailcargo. For this process, there will be a SPARS committee, whose responsibilities include communicating with applicants during the proposal submission process as well as evaluating and eventually selecting proposals for support.

Each year that SPARS operates, we recommend that the SPARS committee sets a designated proposal deadline, and advertises it to the organizations in Sailcargo's network. After this deadline, the SPARS committee will have one week to read the proposals and propose changes and request details. After these edits are proposed, the applicant has a week to make the necessary changes. Then, the committee will have an additional four weeks to evaluate each proposal and select which they will fund. The decision process in total will take six weeks.

During the decision process, the SPARS committee will use questionnaires to evaluate the important aspects of each proposal. Common themes in these questionnaires will include how well the proposal meets the criteria of the program, how large the impact of the grant would be, and how urgently the grant is needed.

Each member of the SPARS committee will complete an evaluation of each proposal through this questionnaire. This questionnaire allows each proposal to receive both a numerical score and a concise description of its important elements. After the individual evaluations, each committee member will participate in a group discussion to determine the strengths and weaknesses of each proposal. In order to form a group consensus, after a questionnaire and group discussion have been completed for each proposal, a final discussion will take place to determine which proposals are the strongest. In order to provide the SPARS committee with a systematic way to allocate funding, proposals will be selected for funding starting with the strongest proposals and moving downward, until the budget for initial applications has been depleted.

In order to ensure the SPARS program develops a strong base of successful programs through which to build a network, the SPARS program will be implemented in two phases. In order to begin creating a network of small-scale producers, the first phase will be a pilot program

that is intended to span the length of one fiscal year. During this pilot program, Sailcargo will reach out only to established producers and organizations within Sailcargo's current network. Using established groups will give investors more confidence in SPARS and should lead to a greater level of commitment. Additionally, Sailcargo can utilize the networks of already established organizations in order to build their own network of small-scale producers. For example, we recommend that Sailcargo works with an established chocolate company called Nahua that works with directly with local farming communities. By partnering with Nahua, Sailcargo will increase their visibility to the small-scale producers affiliated with this organization, and ultimately build their network. By continuing to work with organizations like these, Sailcargo's network will grow as SPARS operates.

Once Sailcargo has completed the pilot program and developed a greater network, it will move to the second phase. In the second phase, smaller-scale producers can be incorporated into the program and the budget will be open to all applicants. This phased system will help Sailcargo work out any issues encountered with the proposal and acceptance process during the pilot program, as well as develop a stronger network for the next phase the following year.

Conclusion

The deliverable of this research includes (1) a short yet informative document that details the SPARS program and describes some of the potential positive impacts of the program in the Bellbird Biological Corridor, and (2) a document that outlines the entire program in detail, including a grant proposal application. Its purpose is to encourage more shareholders to give a portion of their dividends towards SPARS. This will further Sailcargo's mission of promoting sustainability because it offers a well-defined and researched approach to giving back to the community and supporting worthy causes.

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Photograph taken by Jeremy Starn

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Chapter 1: Introduction and Background

Climate change has been an issue of increasing severity in recent years. Across the globe, shifting weather patterns and temperatures are causing serious negative impacts on the biodiversity of many regions (Bellard et al. 2012). A global shift towards environmental sustainability is necessary to mitigate the damage that is being done to the environment. Addressing environmental sustainability requires consideration for what the world's ecosystems are capable of providing, and a reduction in activities that further damage the global biodiversity (Morelli, 2011). This global shift will only be possible if states continue to take the initiative to regulate the use of unsustainable practices.

Costa Rica has made strides toward a national emphasis on environmental sustainability. In 2007, the Costa Rican government announced that they intended to become the world's first completely carbon neutral country by 2021 (Fletcher, 2013). In order to work towards these national goals, many producers and business owners within Costa Rica are working to improve their sustainability at the local level. Certain organizations are also doing their part to meet these goals by choosing to follow environmentally sustainable business practices.

The Bellbird Biological Corridor is one specific region of Costa Rica that is especially focused on its sustainability. This geographically defined area provides connectivity for wildlife to move freely between the Monteverde cloud forest and the mangroves along the pacific coast of Costa Rica. Our sponsor, Sailcargo Inc., is a for-profit corporation operating out of Punta Morales. Located at the coastal western reaches of the corridor, Sailcargo is working to help local producers and organizations in their efforts to become more environmentally sustainable, in order to further protect the Bellbird Biological Corridor. The mission of Sailcargo is to (1) direct the global maritime shipping industry towards carbon neutrality and (2) grow the local economy through a Sustainable Partners Reinvestment System (SPARS). The project described in this paper focused on the implementation of the latter, a reinvestment system that aims to encourage the use of sustainable practices in the Bellbird Biological Corridor. With the help of our sponsor, we created an implementation plan for SPARS. Being completely funded by the reinvested dividends of Sailcargo's shareholders, SPARS will allow shareholders to reinvest into the local community. Through this program, Sailcargo will promote the use of sustainable practices.

In chapter one, we discuss corporate accountability, sustainable development, and corporate social responsibility. We also provide more detail on our sponsor and discuss the common methods used to effectively measure the success of programs similar to SPARS over time. In chapter two, we discuss the objectives of the project and the methods we employed to meet those objectives. Chapter three details what we learned through our research and chapter four outlines our recommended structure of the SPARS program.

1.1: Corporate Accountability and Corporate Social Responsibility

The free market encourages corporations to be profit-driven and competitive, and as a result, the success of many corporations has historically been measured by the satisfaction of their shareholders (Clarke & de la Rama, 2016). This trend causes many corporations to make decisions that result in an increase in value or profit, without regard for environmental or social implications. However, since the 1970s, there has been a call for companies to be held accountable for the impacts of their actions beyond the financial scope (Clarke & de la Rama,

2016). This is known as corporate accountability, which is defined by customers incorporating their ethical values into their economic decisions, catalyzing companies to change their behavior to reflect these values (Valor, C., 2005). As consumers become increasingly aware of the need for environmental preservation, workers' rights, and consumer rights, there is growing support behind corporate accountability outside of shareholder profits (Clarke & de la Rama, 2016). Corporate social responsibility (CSR) is a practice that can address corporate accountability, but it goes a step further by encouraging social accountability to the community in addition to businesses fiduciary responsibilities to their shareholders (Ghosh & Chakraborti, 2014). CSR advocates for companies to address the potential negative social or environmental impacts of their practices, therefore involving initiatives that stretch beyond the basic legal requirements of safety and ethics imposed by the state. Businesses must employ above-average management practices and safety regulations which protect their employees and consumers and consider the morality of the short term and long-term implications of their decisions (Leisinger, 2008). By the start of the twenty first century, CSR had developed to include socially responsible production processes, improved employee relations, and community involvement (Ghosh & Chakraborti, 2014). Examples of these include work-family programs, offering pleasant work aesthetics, and giving donations to charities (Juscus, V., 2007). A majority of consumer-oriented companies include CSR as a feature of their business model because the current consumer prefers supporting a company that they view as charitable or that implements ethical practices (Clarke & de la Rama, 2016). Therefore, many corporations use CSR as a part of their marketing plan. However, it is best utilized when it is deeply integrated into a business plan and a company has genuine intentions of bettering the community (Ghosh & Chakraborti, 2014).

One manifestation of CSR within corporate business models is local community investment (Griffin, 2018). Community investment increases sales to community minded customers, helps retain employees, enhances a business's reputation, and benefits the local community. (Griffin, 2018). One method of community involvement is the implementation of a community investment fund in the company's business plan. This fund is commonly used for cash donations or grants, sponsorships, cause-related marketing, or pro bono services (Ghosh & Chakraborti, 2014).

One example of a well-established business successfully implementing corporate social responsibility is Patagonia, an American outdoor athletics apparel company. Patagonia is dedicated to community welfare and environmental sustainability. The company's goal is to be carbon neutral in all areas of their business, including their supply chain by 2025. They plan on reaching this goal by using only renewable sources of electricity for Patagonia retail stores, distribution centers, all offices and headquarters by 2020, using only renewable or recycled materials in their products by 2025, and by giving a portion of their sales to nonprofits that fight to protect the planet or projects that focus on carbon capture. The company also promotes fair labor practices and safe working conditions throughout its supply chain. It does this through its Supplier Workplace Code of Conduct which outlines Patagonia's high expectations for work conditions in the factories where their products are made. Additionally, Patagonia takes steps towards ensuring all people working throughout the supply chain receive a fair and living wage ("Sustainability Mission/Vision," n.d.). Patagonia does this all in an effort to give back to the community and implement socially and environmentally responsible practices.

1.2: CSR in Today's World

The concepts of corporate accountability and CSR are being embraced more broadly by many businesses in today's market. Different models for implementing these ideas have

emerged, such as certifications with criteria to designate excellent business practices, methods of measuring the effects of a business' practices, and specific frameworks for implementing corporate accountability and CSR centrally into the business plan. The following frameworks help guarantee a positive lasting impact on the community.

1.2.1: Sustainable Development

CSR concepts have the opportunity to be highlighted in a larger, more rigorous socioeconomic development model such as sustainable development, which focuses on the harmonious growth of economic value along with ecological conservation and social development (Ghosh & Chakraborti, 2014). It places an equal emphasis on the three areas of economic, social, and environmental development. When embracing this framework, it is vital that businesses make decisions that have a positive impact in the long run, across all three areas (Ghosh & Chakraborti, 2014). Like CSR, sustainable development has been growing in popularity since environmental considerations became more important to the consumer. As a result, there has been a demand for businesses to participate in environmentally sustainable practices in order to remain competitive in the market (Clarke & de la Rama, 2016).

Unfortunately, some firms use sustainable development practices only as a marketing strategy in order to attract consumers that believe these ethical considerations are genuine (Griffin, 2008). Nonetheless, when businesses truly are committed to the principles of sustainable development, it proves to be an effective model for evaluating ethical business practices because it requires the implementation of initiatives across all areas in order to be legitimately sustainable (Marco-Fondevila & Moneva Abadía, 2018). In other words, sustainable development has profound impacts when utilized properly because it requires businesses to be fully sustainable across all three areas.

1.2.2: Certified B Corporations

A strong example of CSR and sustainable development in action is the B corporation. B corporations are businesses that have a certification denoting that the corporation meets high standards of social performance, environmental performance, public transparency, and accountability to balance profit and purpose ("About B Corps," 2018). When a firm identifies as a B corporation, they publicly claim an identity as an organization interested in both shareholder and stakeholder success. This transparent business structure helps the firm to communicate their values to customers (Gehman, J., & Grimes, M., 2017). B corporations meet all three areas of sustainable development because they work to reduce inequality, and lower both poverty levels and harmful ecological impacts through excellent treatment of employees and excellent business practices (Wilburn & Wilburn, 2015). Firms with the B corporation certification exemplify that businesses can be a force of good in the world if they actively work towards both a sustainable economy and improving the human condition.

1.2.3: Triple Bottom Line

An analysis framework known as the triple bottom line also ties in closely with sustainable development because it provides a comprehensive method of measuring sustainability. Developed by John Elkington in the early 1990's, The triple bottom line measures sustainability through three categories: social, environmental, and financial (Reimers-Hild, 2010). These three categories line up with the three areas of sustainable development. Businesses must choose practices that are socially just, environmentally sound, and commercially viable.

Sustainability only occurs at the intersection of all three (Slaper & Hall, 2011). For simplicity, these categories can be referred to as the three P's: people, planet and profit (Ruhlin, 2014). Although this framework clearly defines the ideal priorities for a corporation interested in sustainable development, this structure for sustainability analysis is difficult to measure quantitatively. This is due to the fact that all three categories have completely different indicators and quantification methods (Slaper & Hall, 2011). However, the growing popularity and implementation of sustainable development practices are pushing researchers to develop indices that could be used more effectively. For example, one index that could be used for environmental considerations is amount (i.e. tons) of carbon dioxide emissions annually. Another could be the number of trees planted per year as a part of a corporation's initiative. Although it is difficult to accurately compare businesses, aiming to reach a goal of excellent business practices in all three areas has positive impacts on a local and global scope.

1.2.4: Community Economy and Local Economic Development

A specific business framework focused on sustainable development is the idea of a community economy. A community economy is a system where the economic success of community members is used within the community to the benefit of all stakeholders and the environment (Cameron & Gibson-Graham, 2018). It is a unique framework for examining how success can be distributed throughout the community creating it.

Local economic development works as part of a community economy. It is a process which encourages businesses, governments and civil society groups to work collectively to create better conditions for economic growth and employment opportunity. The aim is to improve the benefit seen by the local community, thereby aiding the economic future and quality of life for all citizens (Porter, M. E., 2000). These partners can include members of the community, the public sector, or the private sector. Increased prosperity means better standards of living for the local people (Porter, M. E., 2000). A focus on local economic development can increase economic growth and better the quality of life in the area surrounding a corporation. When the local economy is developed, employment costs decrease and sales increase (Teitz, M., 1987). This becomes a positive feedback loop of sustainable growth.

1.3: Measuring Success of Projects

It is important for organizations to understand the impact they are having through their socially responsible practices. So, many organizations and businesses want to measure the success of the sustainable practices they have implemented. Gathering this information shows the effectiveness of a sustainable project once it has been completed. Additionally, in order to mitigate risk during the process of a project, it must be monitored over the course of its completion ("European Commission," 2017). This is especially important when CSR comes in the form of a grant. In order to facilitate the completion of the project's goals, a clear roadmap with predetermined measurable results must be developed. These measurable results are sometimes called indicators, which facilitate measuring results, since they allow for measurable progress to be observed during and after the project ("European Commission," 2017). Indicators must have subsequent means of verification that are "the source of data that serves as the 'proof' for the indicator." ("European Commission," 2017). An example of this would be reduced natural gas billings as a means of verification for the indicator of lowered carbon emissions. Indicators must be independent, factual, plausible, and objectively verifiable ("European Commission," 2017). They measure only the objective and are based on factual measurement; it

must be believable that what is being measured is what the project is targeting, and it must be verifiable whether or not the objective has been achieved (“European Commission,” 2017).

1.4: CSR & Sailcargo

Striving to contribute to local economic development and become a B corporation, Costa Rica’s Sailcargo Inc. is an example of well-implemented sustainable development within a corporate business model. First, Sailcargo meets sustainable development across all three areas. Sailcargo has a goal of developing a fully sustainable cargo transportation network that is completely carbon neutral. With this goal, the company plans on using a unique sail and solar propulsion system that will allow cargo to be shipped without producing carbon emissions. Their entire fleet production process uses sustainably harvested timber and traditional shipbuilding techniques in order to minimize environmental impact (Sailcargo Inc.). Therefore, their practices show excellent environmental sustainability. Sailcargo is looking to address social sustainability through their SPARS program. As a community reinvestment program with social and environmental considerations, SPARS exemplifies corporate accountability and CSR. Sailcargo will give back to the local community through the program, making sure to positively impact local producers and sustainable organizations.

The SPARS program will also be promoting local economic development. Sailcargo wants to re-distribute a portion of its generated surplus back to its local community, as well as towards sustainable and carbon-neutral practices. The wealth generated by Sailcargo will be a direct result of the work invested by producers and the use of lumber sourced from the Monteverde area. For this reason, Sailcargo wants to be sure they give back to these local producers who are contributing to their mission. Through this, Sailcargo will be cultivating a community economy through local economic development, as described above (Sailcargo Inc., 2018). Furthering the development of the local economy becomes a positive feedback loop of sustainable growth (Teitz, M., 1987). Through supporting sustainable practices in the area, Sailcargo can account for the value given to them by the producers in their network, as well as the natural resources consumed as a part of their activities.

With the growth in popularity of sustainable development and increase in CSR practices, businesses like Sailcargo are actively working towards improving the economy and embracing a more environmentally mindful culture. The project described in this paper is one of many sustainably focused initiatives guiding our global economy forward. We designed an effective implementation plan for the SPARS program to meet its goals. In order to tailor the system to the area of Monteverde, our team needed to complete a significant amount of research surrounding the current sustainability culture and the obstacles preventing it from improving. Chapter two provides an overview of the research objectives and methodologies that we used to accomplish this and help Sailcargo reach their mission of developing a community reinvestment program. In chapter three, we discuss the results of our research and in chapter four, we discuss our recommendations based on those results.

Chapter 2: Methodology

The goal of this project was to develop an implementation plan for the SPARS program, a sustainable community reinvestment initiative under Sailcargo Inc. We did so by completing these four objectives:

1. Determined the vision of Sailcargo's founders regarding SPARS.
2. Gained an understanding of sustainability practices implemented by producers and organizations in the Bellbird Biological Corridor.
3. Explored how other organizations currently manage their grant or community reinvestment programs.
4. Determined a set of easily measurable indicators to evaluate the future impact of SPARS grants.

2.1: Objective 1. Determined the vision of Sailcargo's founders regarding SPARS.

It was vital that the first step of this project was understanding the motivations and reasons behind the SPARS program. To do so, we engaged in numerous meetings with two representatives of Sailcargo, visited the shipyard, conducted interviews with both founders of Sailcargo, and evaluated their promotional material and internal documents.

We met with our primary contacts four times within the first two weeks of beginning our project. We took meeting notes and organized our notes by different areas of the SPARS program. We also did content analysis of the website and investor handbook of Sailcargo to better understand the mission of the company and how SPARS can further Sailcargo's mission. We used the data we collected in the meetings and from the Sailcargo documents in order to generate a general outline of the program. Additionally, we made a general flowchart of the structure of the program, since flowcharts are useful for organizing data into a process in a systematic way (Morse & Maddox, J., 2014). Also, we presented our preliminary ideas of the program in documents that outlined the SPARS program in a general sense, which we sent to our primary contacts. Creating this document was an iterative process, and through more and more discussions with our contacts, the program took a more concrete form.

After this, we traveled to the Sailcargo shipyard so that we could talk to the founders and receive feedback on our outline of the SPARS program. We gathered their feedback in unstructured interviews. An unstructured interview was necessary because we wanted the interviewees to lead the conversations as much as possible and make sure all of the topics they wanted to cover were discussed (Berg & Lune, 2012). Although there was not enough data provided by two interviews for full data analysis, we looked through the founders' responses in order to conceptualize the main points they brought up. We wanted to be sure that we recognized any missing aspects of our outline and incorporated any topics they discussed. After this, we met with one of the founders again for a final approval of the general structure of the program. It was important that we completed this process in the first half of our time working on the project so that we had time to consider how the rest of the data we collected would fit into our structure for the SPARS program.

2.2: Objective 2. Gained an understanding of sustainability practices implemented by producers and organizations in the Bellbird Biological Corridor.

In order to implement a program designed to support sustainability efforts, we first needed to understand the current sustainability practices being implemented in the Bellbird Biological Corridor. This objective involved interviewing producers and organization leaders who are looking to be involved in sustainable practices in the area. We conducted semi-structured interviews to enhance our understanding of the sustainable practices that producers implement as well as the way organizations assist in their implementation. Semi-structured interviews were the best method for this objective because the conversational connection with participants could elicit detailed responses and it allowed for additional clarifying questions to be asked during the interview (Berg & Lune, 2012). The interviews typically lasted around thirty minutes, were digitally recorded, and usually took place at the participant's place of businesses.

In total, we interviewed four producers and four organizations including a cacao producer, coffee farms, a fishery, and environmental groups, beginning each interview with a set of standard questions. Using the standard questions found in Appendix A, we asked the participants about the sustainable practices their group was implementing and any difficulties they may have faced in implementation. We also asked about any costs associated with the sustainable practices and how the participant's group measured the success of their practices. We decided to use thematic analysis for this dataset because it was useful for examining the many different perspectives of the participants and helped to place our data into a clear and organized format (King, 2004). We remained open to all possibilities during analysis and looked for patterns within the responses. We separated the responses of each question into groups of similar themes, and then analyzed the frequency of each theme. This allowed us to best understand the most popular sustainable practices currently being implemented as well as the largest obstacles faced by the groups in implementing these sustainable practices.

We then followed these questions with a set of unique questions pertaining to the specific work of the participant. These questions focused on gaining a deeper understanding of particular sustainable practices mentioned on the different participant groups' websites. The group-specific questions were not used in our data analysis, but were used to gain a better understanding of the group and their particular methods to develop our own opinions on if they could benefit from a program like SPARS (Appendix B-K). Through analysis, the responses to all of these questions helped our team to better understand the sustainable practices implemented by producers and organizations in the Bellbird Biological Corridor.

Another way we increased our understanding of the current sustainable practices being implemented in the Bellbird Biological Corridor was by surveying producers at the Monteverde farmer's market. We chose to survey these participants in person because we had experienced difficulties reaching out to small-scale producers through other methods, such as email. The purpose of this survey was to determine whether or not local, small-scale producers were implementing sustainable practices. If they were, the survey determined which practices were being implemented, and if not, the survey asked why. We received less responses than we had hoped to, and were only able to survey six participants in total. The survey was conducted in Spanish (Appendix M), but an English copy of the survey is provided in Appendix L. Due to the low number of survey responses we were able to collect, we determined that this data was not sufficient to draw any significant conclusions.

Since our survey did not provide us with the numbers or quality of data we were hoping to receive, we decided to interview another group of students from Worcester Polytechnic Institute whose research was focused on local, sustainable producers. Their sponsor was able to

put them in contact with the ministry of agriculture, and representatives of the ministry brought them to twelve local farms. We asked them about what they learned during their interviews in order to gather as much data as possible regarding small-scale producers in the area.

2.3: Objective 3. Explored how other organizations currently manage their grant or community reinvestment programs.

One of the requirements for a program like SPARS is a formalized process of accepting a group or individual into the program. In order to understand how the recipients of grants or reinvestment projects are typically determined, we performed content analysis on application materials from nineteen different grant organizations. We examined the application processes, as well as the physical forms or guidelines that were used. We also conducted interviews with two leaders of already established grant organizations, one operating in the Bellbird Biological Corridor.

We examined the application processes of both the organizations we interviewed and grant programs that operate outside of Costa Rica. This set of organizations included the Monteverde Community Fund (MCF) and nineteen other established grant programs. We selected organizations that are small grants programs focused in the areas of sustainability, community, or nature conservation. We focused on these types of programs in particular because they award comparable amounts to what SPARS will, and are centered around similar areas. We applied a directed form of content analysis in order to determine the most common methods of receiving, processing, and selecting applications. Our team completed this in order to establish a baseline for what the SPARS program's process should include. We gathered a set of applications and criteria for eligibility from each of the selected organizations. We then performed quantitative content analysis on the set of applications in order to establish the most common or popular contents in project proposals. During the initial process of analyzing the applications, some of the more commonly requested and relevant pieces of information rose to the surface. We developed a subset of these terms by selecting those most applicable to a program like SPARS. We then re-examined the same set of applications to perform a frequency analysis using this subset of terms. The terms with the highest frequency of inclusion were used as an indication that they should be included in the proposal guidelines for SPARS (Saldaña & Omasta, 2017). These terms are listed in Table 1.

Table 1: Common Grant Application Terms

| Budget | Description | Experience | Focus | Impact | Indicators |
|---------------|-------------|------------|-------|---------------------------------|----------------|
| Justification | Objectives | Personnel | Plan | Relationships/ Collaboration | Sustainability |

The general requirements of a SPARS project proposal were somewhat clear, however by quantitatively analyzing the frequency of certain content across the set of applications, we found justification for the inclusion of certain features (Saldaña & Omasta, 2017).

We interviewed MCF and the Greater Worcester Community Foundation to gather information regarding their application process, reporting methods and how they interact with the community. We interviewed the administrators of each organization using a semi-structured approach, in order to allow the interviewer to diverge from the specific line of questions in order

to gather as much relevant data as possible. Each organization interviewed was different in their exact focus and mission. For this reason, a heavily structured approach with a strict and standardized set of questions was not an ideal form of interview. A semi structured approach allowed for interviews to be somewhat exploratory, as well as tuned to the specific interviewee (Rossman & Rallis, 2003). We performed a semi-directed content analysis on the data collected from these interviews in order to find common themes and patterns across similar processes (Berg & Lune, 2012). Our team had a working model for the process of applying for a grant from SPARS, and this form of content analysis was used in order to sharpen the ambiguous aspects of the model (Berg & Lune, 2012). Additionally, we interviewed an administrator of CORCLIMA about how they interact with local organizations and local government municipalities in order to best invest and support the community.

Ultimately, the purpose of this objective was to collect data that could be used to inform the outline of an effective grant application process for the SPARS program. Through these interviews and the content analysis of proven application methods, we identified key requirements that need to be included in the application selection process. This data was vital to guide which components of a project proposal should be incorporated into the formal SPARS application and selection process in order to best ensure both measurability and some form of accountability between Sailcargo and the recipient of a grant. We used the data collected and its analysis to base the formation of the SPARS application process and its formalized criteria. Each aspect of the SPARS application process is based on data collected and processed as a part of this objective.

2.4: Objective 4. Determined a set of easily measurable indicators to evaluate the future impact of SPARS grants.

After learning about sustainability initiatives and how SPARS can support them, we determined a set of example indicators that can measure the effectiveness of SPARS's success in supporting them. In order to provide guidance on selecting an appropriate indicator for an initiative, we surveyed ten local sustainability focused organizations who were already measuring the impacts of their green initiatives. We asked them if they have tried to measure the outcome of their sustainable initiatives, and if so, how they did so. The survey had a mix of open and closed ended questions, and was sent over email. We wanted some standardized information so that sorting and analyzing the data was possible, but we also wanted the respondents to have the freedom of generating a list in order to encourage the survey subject to provide as much data as possible (Thayer, 2010). Even though online surveys often have a lower response rate, we decided this was our best option because it was the most feasible for our short timeline and limited transportation (Thayer, 2010). We ended up receiving six responses, meaning we had a sixty percent response rate. We also asked three additional organizations and sustainable producers about indicators during interviews we conducted. Although nine total responses is less than we wanted to receive, this was all the organizations that we found contact information for that had goals in line with Sailcargo. After collecting all the data, we processed it with the pile sorting technique. To do this, we first determined the piles. Each pile aligns with an area of sustainability that SPARS wants to support. Then, we classified the indicators by looking at what goal of sustainability they were measuring, and placing the survey responses into the proper pile (Roos, 1998). This allowed us to generate a comprehensive sorted list of all the indicators currently being used. These indicators could then serve as a general guideline for the SPARS project, providing an example of what constitutes a strong indicator to measure the success of projects in different areas of sustainability.

After completing the surveys, interviews and content analysis necessary to complete our objectives, we analyzed our data. We thought about the data in the context of the Bellbird Biological Corridor to draw conclusions and develop findings. Our findings are described in the next chapter.

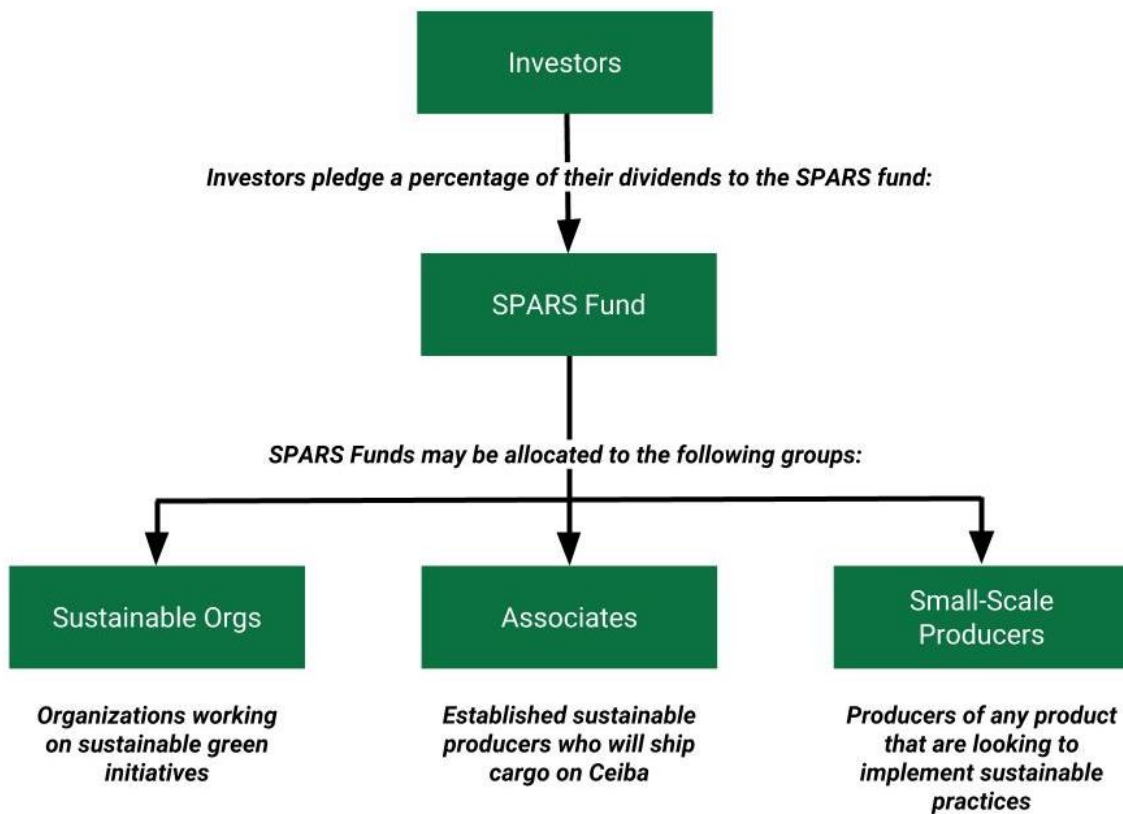
Chapter 3: Results

The data collected from our interviews, content analysis, and surveys helped us to understand the current situation regarding sustainability in the Bellbird Biological Corridor as well as successful methods of supporting sustainable initiatives. Using this information, we developed a concrete structure for the SPARS program, as well as a plan for its implementation. The results of our analysis can be organized under five topics: the general outline of SPARS, sustainability in the Bellbird Biological Corridor, local networks, fundamentals of grant programs, and measuring sustainability.

3.1: The General Structure of SPARS

Through meetings with the founders of our sponsor company, Sailcargo, we developed a concrete understanding of the goals and motivations for the Sustainable Partners Reinvestment System (SPARS), and some of the key fundamental requirements. The SPARS program will be funded by investors of Sailcargo, who are given the option to invest a portion of their dividends into the program to promote and support sustainability initiatives. SPARS will support sustainability in three ways by investing in: local small-scale producers, sustainably focused organizations, and sustainable producers who will ship cargo on the ship, *Ceiba*. The categorizations of these three different groups of partners is described in Figure 2.

Figure 2: General Structure of SPARS



Being sustainably focused is not sufficient to determine the eligibility for funding by SPARS. We defined a specific set of criteria during the multiple meetings with our sponsor during the project term. As explained by the founders of Sailcargo, SPARS will contribute to sustainable projects that fall into one or more of the following five categories:

1. Creating mutually beneficial support systems by providing funds toward producers who either use Sailcargo to export goods, or provide Sailcargo with a useful product.
2. Improving the sustainability of farming practices
3. Supporting disadvantaged producers through fair trade practices
4. Conservation in the Bellbird Biological Corridor
5. Promoting carbon sequestration efforts

After determining who will be eligible for support from the SPARS program, there is still a need for the specifics of the program to be described in detail. We needed to learn about sustainability practices in the Bellbird Biological Corridor in order to make sure that SPARS will work in the local region. Our research outside of our interviews with the Sailcargo founders provided us with the knowledge necessary to develop a complete and concrete structure for the program that is applicable to the Bellbird Biological Corridor.

3.2: Sustainability in the Bellbird Biological Corridor

Through the multiple interviews we conducted with sustainability focused organizations, we found that a variety of sustainable practices are currently being implemented within the Bellbird Biological Corridor. Through interviews with sustainable producers and organizations, three different themes of sustainable practices emerged: environmentally friendly practices, social support, and economic support.

Environmentally friendly practices were present at coffee farms, cacao farms, and a sustainable fishery. Some practices mentioned during our interviews included agroforestry, reforestation, and the reduced use of chemical fertilizers or pesticides. In addition, we interviewed a team of student researchers, also from Worcester Polytechnic Institute (WPI), who were working with local producers and stated that eleven of the twelve local producers they had interviewed were employing environmentally sustainable practices including hydroponics, upcycling, composting, water conservation practices, soil restoration techniques, and not using chemical fertilizers or pesticides in their soil (Allyson Kearns, personal communication, 15 Feb 2019). Additionally, Cama-Pez, a sustainable fishery, told us that their fishermen use selective fishing nets in order to preserve the local fish populations (Cama-Pez, personal communication, 30 Jan 2019).

Five of the eight local producers and sustainability focused organizations we interviewed provide some form of social support to the community. Four interviewees mentioned that their businesses provide training and educational courses to increase knowledge of sustainable practices in the community. A representative of one of these organizations, CORCLIMA, said that their organization also facilitates communications that encourage cooperation between many local organizations with similar missions. (CORCLIMA, personal communication, 5 Feb 2019). A member of another organization, the Asociación para el Movimiento de Agricultura Orgánico del Pacífico Central (MAO-PAC) told us that his group provides local producers the opportunity to combine funds in order to afford an organic certification (MAO-PAC, personal communication, 22 Jan 2019). With this information, we were able to determine that many of the

organizations that operate in the Bellbird Biological Corridor are already having a positive social impact through their initiatives.

Two of the organizations that we interviewed choose to address the economic side of sustainability along with their environmental initiatives. Representatives from Cafe de Monteverde and Nahua told us in interviews that their businesses provide economic support to the local community by paying fair wages to their employees. The representative from Nahua also told us that their business further provides economic support to the local community by working with small landowners and paying almost three times the average price for their beans.

Knowing that sustainability is already on the minds of some local producers and organizations is reassuring to Sailcargo's vision for the program. The presence of local producers and organizations that are actively working to increase their sustainability indicates that there will be a great number of possible recipients of SPARS.

3.3: Local Networks

The results of our interviews with established producers led us to determine that small-scale producers in the Monteverde region are not well connected. Throughout all of our interviews with local producers, only one producer provided us with contact information for a small-scale sustainable producer. Unfortunately, when we reached out to this producer over email, we did not receive a reply.

Although there is currently no well-known or easily accessible network of small-scale producers, a local producer told us in an interview that while he had no contacts for such producers, he was working on establishing a sustainable farming association. The interviewee planned on getting contacts for local producers through an acquaintance who worked for the ministry of agriculture (Anonymous producer, personal communication, 22 Jan 2019). Both the lack of a local network and an interest in forming an association were confirmed by a team of WPI researchers currently working with this producer (Allyson Kearns, personal communication, 15 Feb 2019).

Representatives of organizations promoting sustainability also spoke to the difficulty of finding and reaching out to such producers. A representative of Monteverde Community Fund (MCF) told us in an interview, "It's definitely a lot harder... a lot of our projects have come through already developed organizations like private schools, the Monteverde Institute, or the municipal commissions, like the solid waste management commission and the water management commission, that are pretty well organized and have quite a few professionals" (MCF, personal communication, 7 Feb 2019). MCF has had success supporting organizations in their initiatives, however they have admitted to having difficulty reaching out to the more rural communities surrounding Monteverde. Therefore, MCF primarily builds their network by working with already established organizations.

Additionally, we discovered that organizations that had worked with small-scale producers in the past had built up an established network. CORCLIMA, one such organization, has been working to measure the carbon emissions of the Monteverde region. In order to do this, they needed to communicate with farmers all over the area. Over time they were able to visit many farms, but expressed difficulty in establishing communication with many of the owners or operators (CORCLIMA, personal communication, 5 Feb 2019). As an affiliate, CORCLIMA received many of their contacts from the ministry of agriculture. After hearing that two interviewees drew contacts from the municipality, we were interested in doing the same. This proved impossible for us, without having a direct connection to someone who works there.

This lack of a network proved to be an obstacle to our research. Since small-scale producers are a priority for our sponsors, we had hoped to get their first-hand perspectives in order to take them into account in the development of SPARS. We had hoped that we would be able to get contacts for small-scale producers from the more established producers and organizations we communicated with. Unfortunately, this proved to not be possible. This discovery exposed an area of focus for Sailcargo, because building their network is important for the future of the SPARS program.

3.4: Small Grants

3.4.1: Needs of Recipients

Of the many methods of support Sailcargo has considered employing within their SPARS program, grants have proven to be the most desired by possible recipients. We spoke to six sustainability-focused producers and organizations local to the Bellbird Biological Corridor and they all told us that financial support from a program like SPARS would be most beneficial to their initiatives. The member of MAO-PAC who we interviewed argued that SPARS could best support local farmers by helping to provide funds for an organic certification or assisting with the high cost of labor (MAO-PAC, personal communication, 22 Jan 2019). Also, the founder of the Fundación Conservacionista Costarricense (FCC) who we spoke with told us that in-kind donations, such as materials needed for tree planting, are not as helpful as simply providing financial support for the organization to use where needed (FCC, personal communication, 23 Jan 2019). She argued this is true because the organization can then use the funding as necessary, rather than being obligated to use donations in an area that was specified by the donor. Furthermore, the executive member of CORCLIMA stated in our interview that if Sailcargo could provide support for CORCLIMA and their initiatives, financial assistance would be the most beneficial. Our contacts from FCC and CORCLIMA both went on to state that, if accepted, this support would be used to pay for employees and labor costs.

3.4.2: Fundamentals of a Grant Program

In order for a grant program to operate successfully, a clearly defined application process must first be determined. A large portion of this project involved developing a protocol for the application process of the SPARS program. In order to accomplish this, our team first needed to gain an understanding of how other organizations run their grant programs. Therefore, we examined the application processes of both local and foreign grant organizations.

The interviews enabled our team to discover some of the smaller details surrounding how organizations accept some proposals over others. The data we collected as a part of our qualitative content analysis coupled with the interview data we collected revealed many crucial aspects of an application process that are required in order to have a functioning grant program.

We consistently found that grant organizations compare proposals with a predetermined set of well-defined criteria in order to determine if it is eligible to receive funding. We observed that each organization has their own unique set of criteria that closely relates to their mission. In the case of MCF, a board of directors reviews each received letter of intent, a document detailing the key aspects of a proposed project. After an administrator decides that a given letter includes all of the necessary details, it is compared with the criteria for support defined by MCF, in order to justify the acceptance or denial of the proposal (MCF, personal communication, 07 Feb 2019). Our team found this structure to be extremely common among the nineteen selected grant

organizations. Often, an informal letter of intent or preliminary proposal is submitted, which is later reviewed by a dedicated committee. The proposal is then analyzed to determine if the project aligns with the organization's defined criteria. All of the grant organizations we examined advertise a set of criteria to determine eligibility for support from that specific program. The applications that most closely align with the organization's mission and criteria are typically accepted for further consideration. Additionally, we saw that once accepted, grant proposals are commonly formalized into a final agreement. This process would involve transferring all of the important details from the proposal into a more formal document for record keeping and later reference. Formalizing the proposal allows for more detail to be recorded than what would otherwise be possible within the recommended SPARS proposal form. While we were examining the overall application processes, we were simultaneously performing content analysis on the physical application forms, proposal guidelines, or equivalent for each grant program.

By examining the application documents of nineteen successful and established grant programs, we determined a set of the most frequently requested project details. From this set of commonly requested pieces of information, we developed a subset of details that were most applicable for projects eligible for support from SPARS. We used the data collected through this frequency and content analysis to inform the content in two of our deliverables, the SPARS criteria and the SPARS proposal forms. These terms were included in a majority of the examined grant applications. We used this data to inform what should be included in the SPARS proposal and agreement forms. Our team found that it was evident that these pieces of information are required in order to justify the giving of a grant from other organizations. The results of our frequency analysis provided us with a concrete set of project details that should be requested by the SPARS proposal. The results of the frequency analysis are displayed in Appendix P.

Additionally, through interviewing an MCF representative, we learned that applications that are too rigorous can unintentionally exclude certain groups from applying for the grant. If a grant proposal seems difficult to fill out, people with little experience with grant proposals may be inadvertently deterred from applying.

The data collected through interviews with grant program administrators coupled with the content analysis of their respective application processes and documents allowed us to determine the most common practices and protocols for the application for a grant. The frequency with which we observed methods being used provided us with guidance for developing the protocol for the SPARS program. SPARS should include many of the frequently used models.

3.5: Measuring Sustainability

All ten of the local organizations we spoke to reported having measured the impact of their sustainability initiatives. Many organizations were willing to tell us the indicators and means of verification they were using in order to measure their success. Both representatives of MCF and CORCLIMA said that they had based their indicators and means of verification off of the Municipality's Strategic Plan. The Municipality's Strategic Plan was based on a community wide participatory project where significant challenges in the community were identified so that they could be addressed moving forward. Additionally, both interviewees emphasized the importance of using indicators and means of verification in order to keep projects on track and measure success. A representative of FCC, along with both these interviewees, highlighted that indicators are beneficial for justifying the continued support of a project.

After gathering and analyzing the data from the surveys and interviews, we compiled a list of means of verification and indicators that can be used to measure or determine the outcome of a sustainability project. The table that displays this data can be seen in Table 2.

Table 2: Indicators and Means of Verification

| Indicator | Evidence #1 | Evidence #2 | Evidence #3 | Evidence #4 |
|---|--|--|---|-------------------------------|
| Increased Agroforestry | survival rate % | # of trees planted | | |
| Increased Habitat Conservation/Reforestation | survival rate % | # of trees planted | # of hectares of forest protected/restored | # of fauna crossing installed |
| Increased Soil Restoration | % composition, determined by a soil test (mineral analysis) | Number of aromatic herbs planted that deter insects (i.e lemongrass, lavender, cilantro, marigolds) | | |
| Increased Organic Farming / Reduction in Chemical Usage | kg, lb reduction in inorganic fertilizers used | kg, lb reduction in inorganic pesticides used | | |
| Reduced Emissions | Ppm of fine particles removed | Tons reduced of CO ₂ , CH ₄ , O ₃ / other greenhouse pollutants from direct emissions / deforestation | % Reduction in propane consumption | |
| Increased Water Conservation | Litres or cubic meters of water conserved | Litres or cubic meters of waste water reduced | Reduction in ppm, mg/l of nitrates, phosphates or sediments | |
| Increased Social Programs | Opinion survey (before and after) | Structured interviews | | |
| Improved Solid Waste Management | Kg, tons or % of solid waste reduced, locally treated or recovered | | | |
| Reduced Energy Consumption | Reduction of electricity consumption (Kwh) | Reduction of firewood burned (kilograms or hours/day) | Reduction of hydrocarbons consumed (liters) | |

This list will be given to Sailcargo to serve as a guideline for strong indicators. A representative of Sailcargo can cross reference this list of indicators when evaluating a proposed indicator in a grant application.

However, we recognize that this list of indicators we generated is far from exhaustive. It is impossible to foresee all the projects that will apply for a SPARS grant. Nonetheless, we believe this is the best starting point we can provide for Sailcargo. We considered a few different ways to gather data in order to propose indicators and means of verification to Sailcargo. We decided the method we used was the best way to gather this information for Sailcargo because it includes indicators and means of verification that are relevant to the Bellbird Biological Corridor, and have been proven to be effective because they are used by well-established organizations. We believe that Sailcargo will be able to use these indicators as a tool for generating new indicators for unique proposals in the future.

Chapter 4: Recommendations

Based on the results in Chapter 3, our team has decided on a recommended structure for the SPARS program that includes a recommended application process and implementation plan. The results outlined in section 4.1: *Needs of Recipients* provided our team with insight surrounding the needs of sustainable producers and organizations in the area, as well as their most desired method of support. From this data, we have determined that local producers and organizations would most benefit from small grants if accepted as recipients of a SPARS grant. This is the best method because it will provide the recipients with the opportunity and freedom to use their best judgement when implementing their sustainable projects.

4.1: The SPARS Proposal

We recommend that an individual or organization applies for support from the SPARS program through the completion and submission of the SPARS proposal form. This section was developed using the conclusions we drew from the analysis of the data from our research on established grant organizations. The most common terms as a result of the frequency analysis informed what should be included in the proposal form. The proposal form we are recommending that Sailcargo utilizes can be found in Appendix A1 of Appendix N. The form is intended to be simple, while still requiring the applicant to provide all of the necessary information to justify receiving a grant.

The common elements we found as a result of the content analysis of the application processing methods also informed how the SPARS proposals should be evaluated once submitted to Sailcargo. For this process, we are recommending the formation of the SPARS committee (Appendix N), whose responsibilities involve communicating with applicants during the proposal submission process as well as evaluating and eventually selecting proposals for support. The committee will be comprised of Sailcargo employees or volunteers. This recommendation is based on the level of flexibility that our sponsor expressed was important to their vision of SPARS. We recommend that the committee consists of at least three people initially to avoid biases, but should grow as the program does.

4.2: The Selection Process

Many of the grant programs we analyzed had a deadline for applications, followed by a time period where a review board read the applications and requested changes to help the applicant strengthen their application, and lastly a final decision on which grants received funding. We recommend that the SPARS committee follow a similar timeline. Therefore, we recommend that the committee sets a designated proposal deadline each year that SPARS is operating. After this deadline, the SPARS committee will have one week to read the proposals, propose changes, and request details. After these edits are proposed, the applicant is allowed another week to make these changes and return the improved proposal. Then, the committee has an additional four weeks to evaluate each proposal and select which they will fund. The decision process in total will take six weeks.

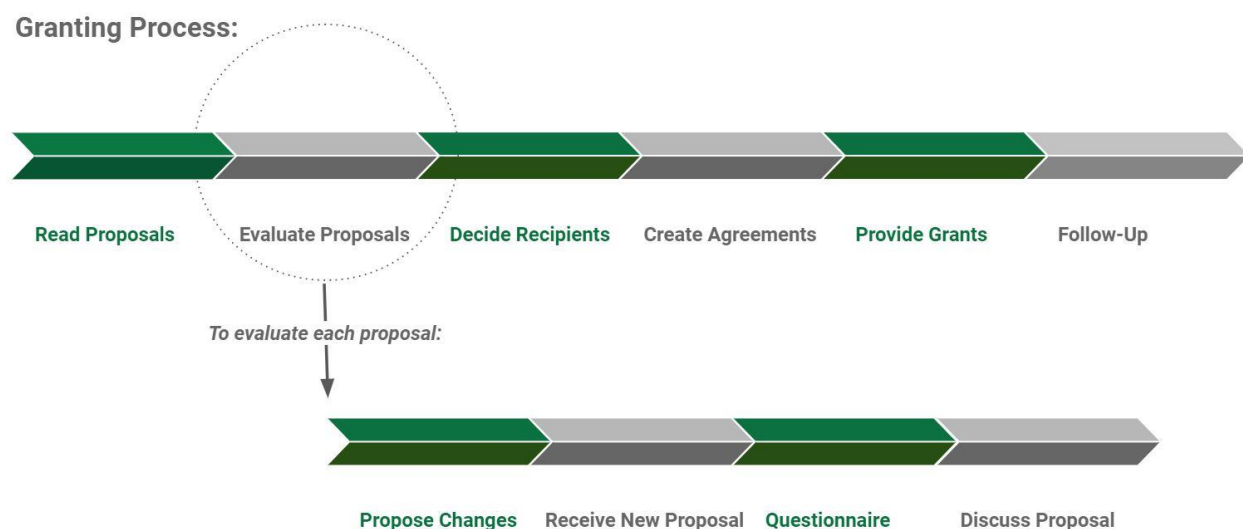
Additionally, while we were evaluating the structure of small grant programs, we found that multiple organizations used a questionnaire in order to determine which proposals they funded. These questionnaires evaluated important aspects of each proposal. Common themes in

these questionnaires include how well the proposal meets the criteria of the program, how large the impact of the grant would be, and how urgently the grant is needed. Since a questionnaire is frequently used in similar programs, we recommend that the SPARS committee also uses this systematic way to evaluate grant proposals.

We created the SPARS questionnaire by considering the questions we commonly found in other organization's questionnaires in conjunction with the priorities of Sailcargo's founders. The SPARS committee member should provide a rating of one to three for each question, as well as a few sentences to justify their answer. The questionnaire is provided in Appendix N.

We recommend that each member of the SPARS committee will complete an evaluation of each proposal through this questionnaire. We found in multiple grant application processes that questionnaires, surveys, or scoring matrices are done individually, and are followed by group discussion. Therefore, after the individual evaluation, we recommend that each committee member participates in a group discussion to determine the strengths and weaknesses of each proposal. The scoring of each questionnaire should be totaled and averaged across all those completed by the committee members. After both the questionnaires and group discussion are completed for each proposal, a last discussion will take place to determine which proposals are the strongest. The mean score across all completed questionnaires can be used to select proposals if the group is unable to reach a consensus through discussion. In order to provide the SPARS committee with a systematic way to allocate funding, we recommend that proposals are selected for funding by starting with the strongest proposals and moving downward, until the budget for initial applications has been depleted. This process is depicted in Figure 1.

Figure 1: Granting Process



4.3: Phased Implementation

Our results in theme 3 showed that it would be difficult to immediately work with local small-scale producers without any sort of established connections. In order to ensure the SPARS program develops a strong base of successful programs and builds a network, we recommend the SPARS program be implemented in two phases. As SPARS is completely funded by shareholders, this pilot program is intended to build trust with investors because supporting already established organizations is more likely to yield measurable results. Additionally, we found that many of the organizations we interviewed were already measuring the effectiveness of

their practices. Our research shows that these established organizations will not need as much support as less established ones and will therefore allow Sailcargo to focus on the administration of the program. In order to begin creating a network of small-scale producers and implement the program smoothly, we recommend the first phase be a pilot program that is intended to span the length of one fiscal year. During this pilot program, Sailcargo will reach out only to established producers and organizations within their current network. A list of our recommended first-phase recipients is provided in Appendix C1 of Appendix N. Since some of the organizations and producers we spoke to had figures for the cost of sustainable projects for which they would like to receive funding, we were able to create a document that includes the organizations we are recommending for the first phase of SPARS, coupled with approximate cost figures and suggested indicators to measure the impact or success of each potential project. An image of the spreadsheet we used to create the cost figures for this document can be seen in Appendix R. The spreadsheet considers the potential cost figures and funding options for the pilot program at different levels of support from shareholders. We are providing this spreadsheet to Sailcargo so that they can see the work and rationale behind our pilot phase document. These approximate figures for what SPARS can accomplish in its first year can compel shareholders to give to the SPARS fund. We have also created an infographic to persuade investors to give to the fund by providing information about the different positive affects their donations could have on the local community including reforestation and supporting sustainable farmers and fishermen. This infographic is provided in Appendix Q.

Once Sailcargo has completed the pilot program and built a network through the implementation of the first phase, it will move to the second phase. In the second phase, we recommend that smaller-scale producers be incorporated into the program. During the second phase, the initial applicant portion of the budget will be open to all applicants. The phased system should help Sailcargo work out any issues encountered with the entire proposal and acceptance process. It should also aid Sailcargo in making additional contacts that could be candidates for SPARS in the following year.

Conclusion

Through our interviews, content analysis, and surveys, we learned about sustainability initiatives within the Bellbird Biological Corridor and how small grant programs operate. This allowed us to create a detailed structure and complete implementation plan for a sustainability-focused reinvestment program for our sponsor, Sailcargo, that is suitable for the Bellbird Biological Corridor (Appendix N). This work facilitates Sailcargo's use of sustainable development and local economic development. Sailcargo is working to improve the community around themselves in tandem with leading a movement toward sustainability on a global scale. Sailcargo's emphasis on sustainable development puts them in the category of corporations that are making responsible and positive decisions that go beyond what is required in order to have a lasting, positive impact on the planet. Sailcargo is already embracing all of the areas associated with sustainable development, and the implementation of the SPARS program will further this aspect of their mission.

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Appendix

Appendix A: Standard Interview Questions for Producers

We are a group of students interested in interviewing producers in the Bellbird Biological Corridor. We will be using your responses as part of a research project aimed at determining the best way for Sailcargo, a sustainable shipping company based in Punta Morales, to invest money into the local community to promote sustainable agriculture practices. This research will be published, and quotes may be used. We will not include personal names in the publication. This interview is completely voluntary. You can choose not to participate, stop at any point, and skip any questions you do not want to answer. Please feel free to ask us any questions you may have before participating in the interview. With your permission, your responses will be digitally recorded.

Our contact email is: gr-SailMV19@wpi.edu

1. Could you describe the sustainable practices you have implemented?
2. Could you describe any difficulties you have faced in implementing these practices?
3. How have these practices benefitted your farm?
4. Do you currently try to measure the effectiveness of what you are doing?
 - a. How do you measure the impact?
5. Would you be willing to talk, in at least general terms, about the costs associated with these practices?
 - a. How much did you invest initially to start these practices?
 - b. How much do you spend a year in order to continue these practices?
6. What do you think is the most common obstacle encountered by smaller organic farmers when it comes to sustainability efforts?
7. How do you think Sailcargo's reinvestment program could best support local producers?
8. Are there many smaller farms in the area who are interested in sustainable practices and not yet working with you or another organization?
 - a. Could you provide their contact information?

Appendix B: Finca Jardin Specific Interview Questions

We are a group of students interested in interviewing producers in the Bellbird Biological Corridor. We will be using your responses as part of a research project aimed at determining the best way for Sailcargo, a sustainable shipping company based in Punta Morales, to invest money into the local community to promote sustainable agriculture practices. This research will be published, and quotes may be used. We will not include personal names in the publication. This interview is completely voluntary. You can choose not to participate, stop at any point, and skip any questions you do not want to answer. Please feel free to ask us any questions you may have before participating in the interview. With your permission, your responses will be digitally recorded.

Our contact email is: gr-SailMV19@wpi.edu

1. What are you and your colleagues currently doing in order to be more sustainable?
2. Could you describe the sustainable practices you have implemented?
3. Could you describe any difficulties you have faced in implementing these practices?
4. How have these practices benefitted your farm?
5. Would you be willing to talk, in at least general terms, about the costs associated with these practices?
 - a. How much did you invest initially to start these practices?
 - b. How much do you spend a year in order to continue these practices?
6. What sustainable practices do you think are most feasible for a small farm to implement well?
 - a. Why?
7. How do you think Sailcargo's reinvestment program could best support local farmers?
8. What do you think is the most common obstacle encountered by smaller organic farmers when it comes to sustainability efforts?
9. Could you describe the struggles of being an organic farmer compared with using pesticides etc.?
 - a. Could you give some examples of how a community reinvestment program may be able to help with these struggles?
10. Do you think that there are any ways a community reinvestment program could work with the organic farming co-op that you are currently developing?
11. Do you think it would be beneficial for Sailcargo to help farmers get organic certified?
 - a. Why or why not?
12. Are there many smaller farms in the area who are interested in sustainable practices and not yet working with you or another organization?
 - a. Could you provide their contact information?

Appendix C: Nahua Specific Interview Questions

We are a group of students interested in interviewing producers in Costa Rica. We will be using your responses as part of a research project aimed at determining the best way for Sailcargo, a sustainable shipping company based in Punta Morales, to invest money into the local community to promote sustainable agriculture practices. This research will be published, and quotes may be used. We will not include personal names in the publication. This interview is completely voluntary. You can choose not to participate, stop at any point, and skip any questions you do not want to answer. Please feel free to ask us any questions you may have before participating in the interview. With your permission, this interview will also be digitally recorded.

Our contact email is: gr-SailMV19@wpi.edu

1. Could you describe the sustainable practices your organization has implemented throughout your network of small farms?
2. Could you describe any difficulties you have faced in implementing these practices?
3. On your website, you mention that you have social programs that empower small farms.
 - a. Could you describe these programs in more detail?
4. You also mention a program called the Cacao Renovation Program.
 - a. Could you describe this program in more detail?
 - b. Could you also tell us more about the technical, ecological and social programs you provide to your smallholder farmers?
5. How do you evaluate if a supplier is sustainable or not?
6. You also said that you work closely with farmers to promote sustainable farming practices, reforestation efforts and conservation.
 - a. Could you describe how you achieve this?
7. Would you be willing to talk, in at least general terms, about the costs associated with these practices?
 - a. About how much did Nahua invest initially to start these practices?
 - b. About how much does Nahua spend a year in order to continue these practices?
8. If Sailcargo through its community reinvestment program was interested in supporting Nahua's sustainable practices, what do you think would be most effective way to spend the money?

Appendix D: Cama-Pez Specific Interview Questions

We are a group of students interested in interviewing producers in Costa Rica. We will be using your responses as part of a research project aimed at determining the best way for Sailcargo, a sustainable shipping company based in Punta Morales, to invest money into the local community to promote sustainable agriculture practices. This research will be published, and quotes may be used. We will not include personal names in the publication. This interview is completely voluntary. You can choose not to participate, stop at any point, and skip any questions you do not want to answer. Please feel free to ask us any questions you may have before participating in the interview. With your permission, this interview will also be digitally recorded.

Our contact email is: gr-SailMV19@wpi.edu

1. What is done differently that makes your fishery more sustainable compared to an average fishery?
2. Which practices are utilized by the suppliers of Cama-Pez? (The Fisherman)
3. Could you describe in more detail the sustainable practices you have implemented?
4. Could you describe any difficulties you have faced in implementing these practices?
5. How have these practices benefitted your fishery?
6. Do you currently try to measure the effectiveness of what you are doing?
 - a. How do you measure the impact?
7. What is the demand like for sustainably caught fish?
8. Is it difficult competing with other fisheries using less-sustainable practices?
9. In general, what prevents fishermen from using these sustainable practices?
 - a. Do you know any other fishermen in the area who do not follow these practices and would be willing to speak with us?
10. Would you be willing to talk, in at least general terms, about the costs associated with these practices?
 - a. How much approximately did Cama-Pez invest initially to start these practices?
 - b. How much does Cama-Pez spend a year in order to continue these practices?
11. Are there things that you would still like to accomplish in terms of sustainable fishing?
 - a. Would these initiatives benefit from outside support?

Appendix E: Cafe de Monteverde Specific Interview Questions

We are a group of students interested in interviewing producers in the Bellbird Biological Corridor. We will be using your responses as part of a research project aimed at determining the best way for Sailcargo, a sustainable shipping company based in Punta Morales, to invest money into the local community to promote sustainable agriculture practices. This research will be published, and quotes may be used. We will not include personal names in the publication. This interview is completely voluntary. You can choose not to participate, stop at any point, and skip any questions you do not want to answer. Please feel free to ask us any questions you may have before participating in the interview. With your permission, your responses will be digitally recorded.

Our contact email is: gr-SailMV19@wpi.edu

1. What are you doing in order to be more sustainable?
 - a. Could you describe in more detail the sustainable practices you have implemented?
2. Could you describe the biggest difficulties you have faced in implementing these practices?
3. Are you doing something unique when it comes to sustainable practices?
4. How have these practices benefitted your farm?
5. Would you be willing to talk, in at least general terms, about the costs associated with these practices?
 - a. How much did Cafe de Monteverde invest initially to start these practices?
 - b. How much does Cafe de Monteverde spend a year in order to continue these practices?
6. How is the soil fertility maintained between each growing season?
7. Are you currently utilizing your livestock on the farm in order to aid the cultivation of your coffee, if so, how specifically?
8. How is your product primarily transported to the market?
9. Is there any aspect of your farm that you would like to make more sustainable?
 - a. If given additional funding for that purpose how would you use it?
10. Are you currently working with any smaller farms in the area who are implementing sustainable practices? Could you provide contact information? We are very interested in gaining the perspective of a smaller sustainable farmer.

Appendix F: Monteverde Institute Specific Interview Questions

We are a group of students interested in interviewing sustainable producers and knowledgeable individuals in the Bellbird Biological Corridor. We will be using your responses as part of a research project aimed at determining the best way for Sailcargo, a sustainable shipping company based in Punta Morales, to invest money into the local community to promote sustainable agriculture practices. This research will be published, and quotes may be used. We will not include personal names in the publication. This interview is completely voluntary. You can choose not to participate, stop at any point, and skip any questions you do not want to answer. Please feel free to ask us any questions you may have before participating in the interview. With your permission, your responses will be digitally recorded. Our contact email is: gr-SailMV19@wpi.edu

1. Could you tell us a little more about the work you are doing in Monteverde?
 - a. Do you think this research could be applicable to other places or a larger geographic region?
2. Have you seen producers already in a local system that is economically sustainable?
3. Could you tell us a little more about the work you are doing in Monteverde?
 - a. Do you think this research could be applicable to other places or a larger geographic region?
4. What are the largest obstacles with connecting local producers directly with consumers?
 - a. Are there many cost related issues?
5. Is there a lot of desire among producers to participate in a local system like the one you are working to develop?
 - a. What about from the side of the consumer?
6. Is there currently a high consumer demand for local products within the BBC?
7. Could financial support such as grants be a potential solution to the obstacles involving connecting producers to the local consumer?
8. How can local organizations work together to fund similar initiatives most effectively?
9. We know you've done some research on some of the flaws in alternative/sustainable food networks, do you see something like the SPARS program being able to disrupt that imbalance by reinvesting in producers and helping them improve their production and product?

Appendix G: CORCLIMA Specific Interview Questions

We are a group of students interested in interviewing producers and organizations in the Bellbird Biological Corridor. We will be using your responses as part of a research project aimed at determining the best way for Sailcargo, a sustainable shipping company based in Punta Morales, to invest money into the local community to promote sustainable agriculture practices. This research will be published, and quotes may be used. We will not include personal names in the publication. This interview is completely voluntary. You can choose not to participate, stop at any point, and skip any questions you do not want to answer. Please feel free to ask us any questions you may have before participating in the interview. With your permission, your responses will be digitally recorded.

Our contact email is: gr-SailMV19@wpi.edu

1. On your website, you mention that you measure your progress in reducing emissions in the Monteverde district.
 - a. What do you use as measurable evidence for these indicators?
 - b. How often do you take measurements?
 - c. Could you describe any challenges to measuring progress?
 - d. What are the costs associated with this?
2. You also mention that you measure your progress in increasing carbon sequestration in the Monteverde district.
 - a. Could you describe any challenges to measuring progress?
 - b. What are the costs associated with this, if any?
3. You also mention that you empower people to lower their emissions and capture more carbon.
 - a. Could you describe a little more about how do you accomplish this?
 - b. What are the primary costs associated with this?
4. How do you determine how to most effectively allocate funding within CORCLIMA's initiatives?
 - a. How do you prioritize different initiatives or projects?
 - b. How is impact/success measured?
5. You mention a list of actions producers can take in order to reduce emissions, capture carbon, and adapt to climate change.
 - a. Do you currently support producers taking these actions?
 - i. If so, how do you achieve this?
 - ii. How are producers selected?
 - iii. What are the costs associated with supporting a producer in these various actions?
6. You mention that you collaborate with our sponsor, Sailcargo Inc.
 - a. Could you describe your collaboration with them in the past?
 - b. If Sailcargo could provide support for CORCLIMA and their initiatives, where would the support be most needed?
 - i. How would this support be used, if accepted?

Appendix H: FCC Specific Interview Questions

We are a group of students interested in interviewing producers in the Bellbird Biological Corridor. We will be using your responses as part of a research project aimed at determining the best way for Sailcargo, a sustainable shipping company based in Punta Morales, to invest money into the local community to promote sustainable agriculture practices. This research will be published, and quotes may be used. We will not include personal names in the publication. This interview is completely voluntary. You can choose not to participate, stop at any point, and skip any questions you do not want to answer. Please feel free to ask us any questions you may have before participating in the interview. With your permission, your responses will be digitally recorded.

Our contact email is: gr-SailMV19@wpi.edu

1. Could you describe any challenges associated with FCCs tree nursery?
2. Have you had any challenges specifically with planting these trees?
3. How have these practices benefitted the farms you have worked with?
4. How could a community reinvestment program help the FCC with their efforts?
5. Are there any smaller farms in the area who are interested in your reforestation efforts, and are not currently involved?
 - a. Could you provide their contact information?
6. How have you determined the cost associated with a tree and your reforestation efforts?
 - a. How much was invested initially to start these practices?
 - b. How much does the FCC spend in one year in order to continue these practices?

Appendix I: MCF Specific Questions

We are a group of students interested in interviewing producers and organizations in the Bellbird Biological Corridor. We will be using your responses as part of a research project aimed at determining the best way for Sailcargo, a sustainable shipping company based in Punta Morales, to invest money into the local community to promote sustainable agriculture practices. This research will be published, and quotes may be used. We will not include personal names in the publication. This interview is completely voluntary. You can choose not to participate, stop at any point, and skip any questions you do not want to answer. Please feel free to ask us any questions you may have before participating in the interview. With your permission, your responses will be digitally recorded.

Our contact email is: gr-SailMV19@wpi.edu

1. We see that you have a list of criteria on your website relating to who is and is not eligible for grants from each fund. Beyond this, what additional considerations does the Evaluation Committee use to decide which applicants receive grants?
 - a. Does MCF try to diversify your impact?
 - b. Does MCF plan for a certain amount of your budget to support each of the goals listed?
 - c. How did MCF determine these criteria?
 - d. What kinds of organizations are typically the recipients of these grants?
2. How many grants have historically been awarded annually?
 - a. How large of a follow up committee is needed to address all of the grants?
3. On your website, the application process is described. We were hoping you could tell us in more detail about the process of formalizing the letter of intent and Project Proposal into a final agreement.
4. How did MCF develop these lists of goals and indicators?
 - a. How often does the follow up committee measure these indicators?
 - b. What are the costs associated with these measurements, if there are any?
5. If indicators determine a project is not as successful as anticipated, how does MCF react?
6. How did MCF decide on the limit of the grant size of \$4,500 for environmental projects and \$2,000 for climate change projects?
7. What type of organizations typically benefit from TAP?
 - a. What type of technical assistance is commonly provided by TAP?
8. We know MCF is the fiscal agent for CORCLIMA. What different types of partnerships does MCF engage in with other organizations?
 - a. Any others similar to CORCLIMA?

Appendix J: Greater Worcester Community Foundation Specific Interview Questions

We are a group of students interested in interviewing grant organizations with a focus on a specific community. We will be using your responses as part of a research project aimed at determining the best way for Sailcargo, a sustainable shipping company based in Punta Morales, Costa Rica, to invest money into its local community to promote sustainable agriculture practices. This research will be published, and quotes may be used. We will not include personal names in the publication. This interview is completely voluntary. You can choose not to participate, stop at any point, and skip any questions you do not want to answer. Please feel free to ask us any questions you may have before participating in the interview. With your permission, your responses will be digitally recorded. Our contact email is: gr-SailMV19@wpi.edu

1. We see that you have a list of criteria on your website relating to who is and is not eligible for grants from each fund. Beyond this, what additional considerations does your evaluation committee use to decide which applicants receive grants?
 - a. Does the community foundation try to diversify its impact?
 - b. What kinds of organizations are typically the recipients of these grants?
2. How many grants have historically been awarded annually?
 - a. Does the foundation have some sort of follow up committee that investigates the impact of awarded grants after a period of time?
 - i. If so, how large of a follow up committee is needed to address all of the grants?
3. On your website, the application process is described. Could you please tell us in more detail about the process of formalizing an application after it has been selected to receive a grant?
4. In the case where multiple applications are received with seemingly equal merit to receive a grant, how are some applications chosen over others?

Appendix K: Knowledgeable WPI IQP Group Specific Questions

We are a group of students interested in interviewing producers and knowledgeable individuals in the Bellbird Biological Corridor. We will be using your responses as part of a research project aimed at determining the best way for Sailcargo, a sustainable shipping company based in Punta Morales, to invest money into the local community to promote sustainable agriculture practices. This research will be published, and quotes may be used. We will not include personal names in the publication. This interview is completely voluntary. You can choose not to participate, stop at any point, and skip any questions you do not want to answer. Please feel free to ask us any questions you may have before participating in the interview. With your permission, your responses will be digitally recorded. Our contact email is: gr-SailMV19@wpi.edu

1. We know you have been collecting data on sustainable practices implemented on local farms.
 - a. How many farmers have you spoken to?
 - b. How many of them have implemented sustainable practices?
 - c. Which practices have they implemented?
2. Are the farmers you interviewed interested in improving their sustainability?
 - a. Have you observed any common obstacles farmers encounter preventing them from increasing their sustainability?
3. Do you believe the sustainable farming association you are developing would benefit from support from the SPARS program?
 - a. If yes, how?
 - b. What form of support would be best?

Appendix L: Sustainable Organizations Survey (in English)

Question
01

MULTIPLE CHOICE

Has your organization worked on projects that are sustainability focused?

If no, you may skip the remainder of the questions below.

- ☐ Yes
- ☐ No

Question
02

MULTIPLE CHOICE

If yes, can you select the areas of sustainability your organization has worked to address?

- ☐ Reforestation
- ☐ Agroforestry
- ☐ Water Conservation
- ☐ Habitat Conservation/Restoration
- ☐ Soil Restoration
- ☐ Organic Farming/ Reduced Chemical Usage
- ☐ Social Programs Supporting Local Farmers
- ☐ Reduced Carbon Emissions

Other

Question
03

MULTIPLE CHOICE

Have you ever attempted to measure the outcomes of these projects in the past?

- ☐ Yes
- ☐ No

Question
04

FREE TEXT

If yes, can you please list the things that you looked for in order to measure the outcomes? Please group by area of sustainability from question 2.

Question
05

FREE TEXT

If no, how do you usually determine if a project was a success?

Appendix M: Sustainable Organizations Survey (in Spanish)

Question
01

MULTIPLE CHOICE

¿Su organización ha trabajado en proyectos que son enfocados en sostenibilidad?

Si no, podría omitir el resto de preguntas abajo.

- ☐ Sí
- ☐ No

Question
02

MULTIPLE CHOICE

¿Si sí, podría seleccionar las áreas de sostenibilidad donde su organización ha trabajado para mejorar?

- ☐ Repoblación forestal
- ☐ Agroforestería
- ☐ Conservación del agua
- ☐ Conservación / Restauración del Hábitat
- ☐ Restauración de suelos
- ☐ Agricultura orgánica / Uso reducido de químicos
- ☐ Programas sociales de apoyo a los agricultores locales
- ☐ Reducidas emisiones de carbono

Other

Question
03

MULTIPLE CHOICE

¿Su organización ha tratado de medir los resultados de estos proyectos en el pasado?

- ☐ Sí
- ☐ No

Question
04

FREE TEXT

¿Si sí, por favor podría listar las cosas que usted o su organización buscó para medir los resultados? Por favor, grupe las cosas por área de sostenibilidad que usted seleccionó en la pregunta dos.

Question
05

FREE TEXT

¿Si no, generalmente, cómo usted o su organización determina si un proyecto fue un éxito?

The Sustainable Partners Reinvestment System (SPARS)

Mission

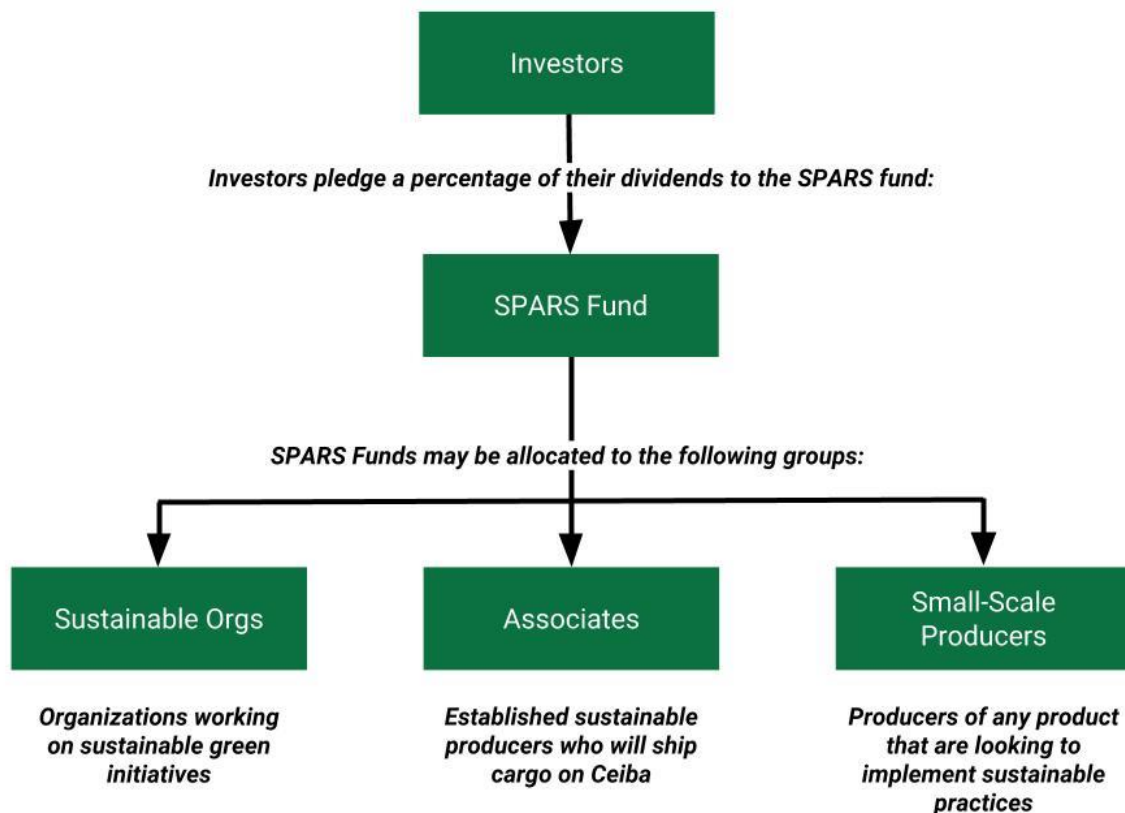
To promote sustainable and ethical practices in Costa Rica by redirecting profits generated by *Ceiba* towards producers and sustainability focused organizations local to the Bellbird Biological Corridor.

Vision

A system supported by shareholders that reinvests in local producers and organizations in order to support sustainability initiatives while also allowing products to be produced, created, and shipped using completely carbon neutral methods.

General Outline

SPARS will support sustainability in three ways by investing in local: small-scale producers, organizations with sustainability initiatives, and sustainable producers who will ship cargo on *Ceiba*.



Criteria for Support

SPARS will give grants to projects that fall into one or more of the following five categories:

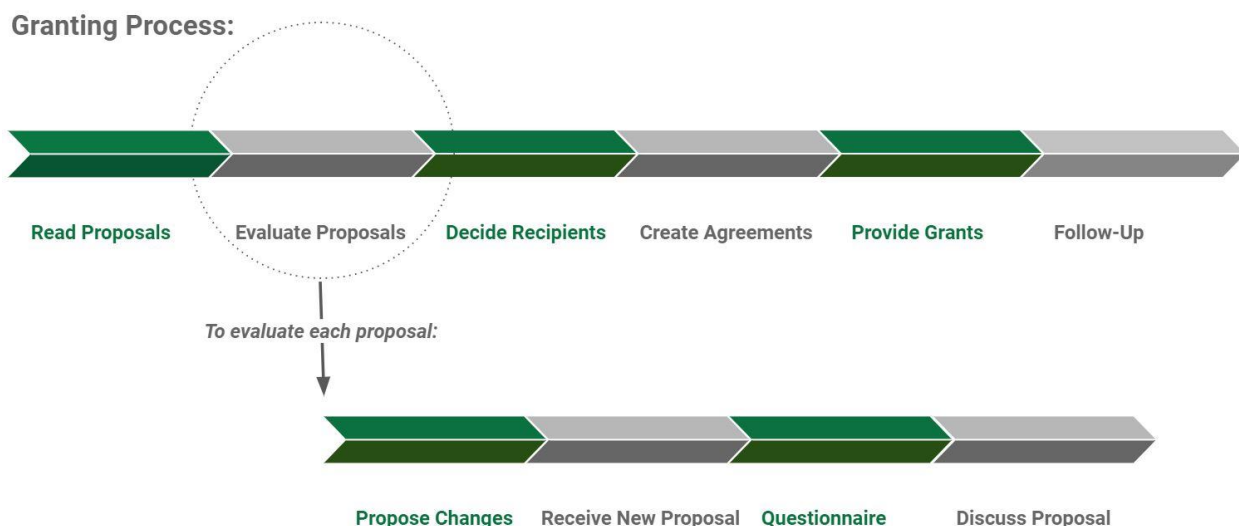
1. Creating mutually beneficial support systems by providing funds toward producers who either use Sailcargo to export goods, or provide Sailcargo with a useful product.
2. Improving the sustainability of farming practices
3. Supporting disadvantaged producers through fair trade practices
4. Conservation in the Bellbird Biological Corridor
5. Promoting carbon sequestration efforts

SPARS Committee

The SPARS committee is the group of Sailcargo representatives that will oversee the SPARS program. The committee should consist of three or more people in order to avoid biases. However, as the program grows the committee should grow with it in order to handle the increase in proposals received. The role of the SPARS committee is to review the grant proposals and select which are funded. The evaluation will occur based on comparing each proposal with the list of criteria provided above and other important factors. These factors will be evaluated using the questionnaire provided in Appendix D1 in order to prioritize them for funding.

There will be a designated proposal deadline each year that SPARS is operating. After this deadline, the SPARS committee has two weeks to read the proposals and propose changes and request details. After these edits are proposed and details are clarified, the committee has an additional four weeks to use the questionnaire to evaluate each proposal and select which they will fund. The decision process in total will take one month.

After the questionnaires are completed by each member of the SPARS committee, (Appendix D1) each member will participate in a group discussion to determine the strengths and weaknesses of each proposal. After a questionnaire and group discussion have been completed for each proposal, a last discussion will take place to determine of which proposals are the strongest. The proposals will be selected for funding starting with the strongest proposals and moving downward, until the budget for initial applications has been depleted. A figure displaying this entire process can be seen below:



Application Process

The general structure for partners to apply for a grant from SPARS includes (1) filling out a proposal followed by (2) turning the proposal into a formalized agreement.

Proposal

The proposal asks the applicant for basic information on the individual/ organization applying and the proposed project. More specifically, the proposal must include contact information and expertise of the applicant and any major participators in the proposed project including collaborators. It must also include the title of the proposed project, a detailed summary of the purpose, goals, and desired results of the project, as well as the requested grant amount. The requested amount should be justified by a budget detailing all of the expenses involved with the project. The proposal must also include a detailed plan and timeline for the project as well as a plan to measure the impact or success of the project. A table of example indicators to measure the impact of a project is provided in Appendix B1. This proposal is informal and easy to follow in order to not discourage any applicants who may not have experience applying for grants. If it is not appropriate or feasible for the recipient to complete the proposal alone, we encourage the Sailcargo representative to complete the proposal by requesting the necessary information in person. The proposal form is attached to the end of this document in Appendix A1.

Agreement

Once the proposal has been submitted to Sailcargo, the SPARS committee will begin reviewing the proposal. If additional information or clarification is needed, the SPARS committee member will reach out to the applicant and organize an informal meeting. We recommend that first time applicants be encouraged to meet with a member of the SPARS committee after submitting their proposal. This dialogue will allow the SPARS committee to work out the necessary details of the proposal. The SPARS committee can propose any changes to the grant proposal they deem necessary.

If the SPARS committee selects the proposal to receive funding, and the changes are agreed upon by both parties, the proposal will be finalized into an agreement. In order to turn a proposal into an agreement, the information from the proposal in addition to any changes and additional details agreed upon, should be compiled into a cohesive document. The agreement will be created by the SPARS committee organized into paragraphs following this outline:

- Project Title and Description
- Focus and Justification
- Impact
- Detailed Plan
- Budget

These are the same general topics as the proposal. The purpose of the agreement is to consolidate all relevant information from one proposal into a formal document for later reference. For example, the indicators and timeframe for measuring the impact or success of a project will be detailed in this document, under Impact. The SPARS committee can then keep records of when it is appropriate to measure the progress of approved projects. Additionally, at the bottom of the document, both a member of the SPARS committee and the applicant will sign the document. The SPARS Agreement is not intended to be a legally binding document, but the signature acknowledges that both parties agree on how the funding should be used.

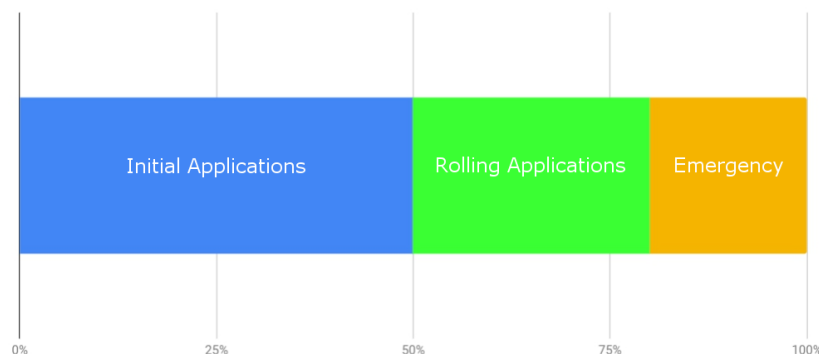
Granting

For grants larger than \$5000 USD, we recommend that half the grant will be awarded following the signing of the agreement. The recipient will then begin their project. After an agreed upon timeframe after the start date of the project, the SPARS committee will measure the progress of the project with the measurable evidence specified. If the SPARS representative feels that the project is progressing as it should according to the contents of the original SPARS agreement, the other half of the grant will be given.

For grants smaller than \$5000 USD, the lump sum of the grant will be given upon the signing of the agreement. The SPARS committee members should remain in contact with the grantee in order to stay updated on the progress of the project.

Allocation for Granting

Fifty percent of the budget will be allocated to this initial granting period with a hard deadline. Another 30 percent of the budget will be allocated for rolling applications, and 20 percent of the budget is reserved for the emergency fund. A rolling applications budget allows for flexibility to fund projects that are discovered outside of the annual proposal deadline period. The emergency portion of the budget is reserved to provide additional funding in cases where a project has an unexpected problem and requires additional funding. Recipients can re-apply at any point in the year to receive support from the emergency fund. This allocation in the budget is crucial because it ensures that projects supported by SPARS can be completed even after encountering unexpected additional costs. The figure below shows the breakdown of this budget:



SPARS Pilot Program Budget

Phased Implementation

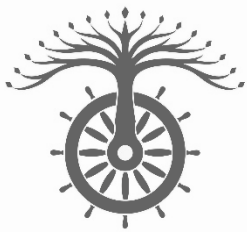
In order to ensure the SPARS program develops a strong base of successful programs to build a network through, the SPARS program will be implemented in two phases. The first phase is called the pilot program and is intended to span the length of one fiscal year. During the pilot program, Sailcargo will reach out to established producers and organizations within Sailcargo's current network. A list of potential first-phase recipients is provided in Appendix C1. During the first phase, the initial applicant portion of the budget will be allocated solely to these recipients.

Once Sailcargo has completed the pilot program and built a network through the implementation of the first phase, it will move to the second phase. In the second phase, smaller-

scale producers can be incorporated into the program. During the second phase, the initial applicant portion of the budget will be open to all applicants.

Appendix

Appendix A1: The SPARS Proposal Form



S.P.A.R.S. Proposal Form

Sailcargo, Inc.

Basic Information

| | |
|---|--|
| Organization Name(s) | |
| Contact Information (Names, phone numbers, emails if applicable) | |
| Team, participants, or collaborators | |
| Misc. Information | |

Project Details

| | |
|----------------------|--|
| Project Title | |
|----------------------|--|

| | |
|---|--|
| <p>Project Summary/Description</p> <p>The justification, purpose, goals, and desired results of the project. Provide as much detail as possible.</p> | |
| <p>Focus</p> <p>What area(s) of sustainability does this project address?</p> <p>(e.g. reforestation, water conservation, community development, etc.)</p> | |
| <p>Impact</p> <p>How will the impact of the project be measured after it is complete? What will indicate that the project was a success? These should be easily measurable, and should be accompanied by an estimate for when the impact of the project could be measured.</p> | |

| | |
|---|--|
| <p>Plan/Timeline</p> <p>A detailed plan or timeline for the project. What are the series of steps that will be followed to reach the goal of the project? Should include the dates on which each step is expected to be completed.</p> | |
| <p>Budget</p> <p>A budget detailing all of the expenses involved with the project. Each separate expense should be labeled and specific to what is being purchased or paid for.</p> | |
| <p>Proposed Amount</p> <p>The total amount being asked for:</p> | |

Filled out By Sailcargo:
SPARS Committee member who received and processed the proposal:

Appendix B1: Indicators and Evidences Table

| Indicator | Evidence #1 | Evidence #2 | Evidence #3 | Evidence #4 |
|--|--|---|---|----------------------------------|
| Increased Agroforestry | survival rate % | # of trees planted | | |
| Increased Habitat Conservation/Reforestation | survival rate % | # of trees planted | # of hectares of forest protected/restored | # of fauna crossing installed |
| Increased Soil Restoration | % composition, determined by a soil test (mineral analysis) | Number of aromatic herbs planted that deter insects (i.e lemongrass, lavender, cilantro, marigolds) | | |
| Increased Organic Farming / Reduction in Chemical Usage | kg, lb reduction in inorganic fertilizers used | kg, lb reduction in inorganic pesticides used | | |
| Reduced Emissions | Ppm of fine particles removed | Tons reduced of CO2, CH4, O3 / other greenhouse pollutants from direct emissions / deforestation | % Reduction in propane consumption | |
| Increased Water Conservation | Litres or cubic meters of water conserved | Litres or cubic meters of waste water reduced | Reduction in ppm, mg/l of nitrates, phosphates or sediments | |
| Increased Social Programs | Opinion survey (before and after) | Structured interviews | | |
| Improved Solid Waste Management | Kg, tons or % of solid waste reduced, locally treated or recovered | | | |
| Reduced Energy Consumption | Reduction of electricity consumption (Kwh) | Reduction of firewood burned (kilograms or hours/day) | Reduction of hydrocarbons consumed (liters) | |

Appendix C1: Recommended Organizations for Pilot Program

All figures within tables assume that the specified project would receive one third of the total funding from the 2021 SPARS budget. The left column of tables shows the percentage of Sailcargo's profits being donated by the shareholders into SPARS, and the right portion of the table shows the impact the SPARS program can have at these different levels of shareholder profit reinvestment: Currently, the various levels of commitment pledged by our shareholders is equivalent to 10% of our projected profits.



Nahua Chocolate

Nahua Chocolate is a Costa Rican chocolate company that uses sustainably grown cacao in its products. They are a certified B corporation that works with rural smallholder farmers to revitalize their cacao plants. Their program raises farmer income and increases the use of sustainable farming practices. SPARS can help this program expand to more farmers and build a relationship with a potential client of Sailcargo.

Suggested Indicators: Improved Farmland, Improved Quality of Life

Possible evidences: Hectares of cacao farmland restored, Number of farmers helped

Farmers aided (Average farmer with 2 hectares)

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----|------|------|------|------|------|------|
| 10% | 1 | 3 | 7 | 14 | 13 | 18 |
| 30% | 3 | 10 | 22 | 41 | 38 | 54 |
| 50% | 5 | 17 | 36 | 68 | 64 | 91 |



Fundación Conservacionista Costarricense

The Costa Rican Conservation Foundation (FCC) is working to protect bird habitat and the habitat of other flora and fauna in the Pacific half of Costa Rica. They are accomplishing this by leading reforestation efforts on the Pacific slope. They operate a nursery locally and have planted over 250,000 trees. The organization plants and then cares for those trees. SPARS can help fund for the planting and care of more trees, helping sequester carbon and conserve the Bellbird Biological Corridor.

Suggested indicator: Increased Agroforestry/Reforestation

Possible evidences: Trees Planted, Trees Protected, Carbon Sequestered

Trees Planted with Two Years of Care (# of trees)

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----|-------|--------|--------|--------|--------|--------|
| 10% | 940 | 3,350 | 6,973 | 13,031 | 12,245 | 17,410 |
| 30% | 2,821 | 10,049 | 20,919 | 39,092 | 36,734 | 52,229 |
| 50% | 4,701 | 16,749 | 34,865 | 65,154 | 61,224 | 87,048 |

Old Growth/Habitat Protected (# of trees)

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----|------|------|------|------|------|------|
| 10% | 8 | 28 | 58 | 109 | 102 | 145 |
| 30% | 24 | 84 | 174 | 326 | 306 | 435 |
| 50% | 39 | 140 | 291 | 543 | 510 | 725 |



Cama-Pez de la Costa

Cama-Pez is a sustainable fishery located in Costa de Pajaros, Costa Rica, nearby to the Sailcargo shipyard in Punta Morales. Cama-Pez only accepts and sells sustainably caught seafood. Their fishermen use specific nets that do not harm non-target species nor the fish themselves. They conduct training to teach fishermen how to catch their fish with these and other sustainable fishing methods. SPARS could help their sustainable fishing program by allowing it to include more fisherman.

Suggested indicator: Increased use of Sustainable Fishing Practices

Possible evidences: Fishermen assisted, Nets purchased, Boats purchased

Number of Sustainable Nets

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----|------|------|------|------|------|------|
| 10% | 2 | 6 | 12 | 22 | 20 | 29 |
| 30% | 5 | 17 | 35 | 65 | 61 | 87 |
| 50% | 8 | 28 | 58 | 109 | 102 | 145 |

Number of Boats

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----|------|------|------|------|------|------|
| 10% | 1 | 3 | 7 | 13 | 12 | 17 |
| 30% | 3 | 10 | 21 | 39 | 37 | 52 |
| 50% | 5 | 17 | 35 | 65 | 61 | 87 |



Productores Sostenibles de Monteverde

Productores Sostenibles de Monteverde (PSM)

Productores Sostenibles de Monteverde is a new association of farmers in the Monteverde who are using sustainable agricultural practices. SPARS can help PSM by providing financial assistance to help get the organization off the ground and help the members implement even more sustainable practices. Working with PSM can also help build a stronger network of small-scale farmers for SPARS to help as well as be future clients of Sailcargo.

Suggested Indicators: Increase in Sustainable Farming Practices

Possible evidences: Number of farmers assisted, Number of farmers obtaining organic certification, Kg/tons of organic fertilizer purchased



Café de Monteverde/Life Monteverde

Café de Monteverde is an association of farmers that sell a substantial amount of coffee from the Monteverde region. Life Monteverde is a farm and organization that serves as an educational arm of the company. The farm teaches local people and visitors about sustainable agricultural practices and reducing environmental impact. SPARS could help the company expand both their sustainable practices and their educational opportunities, as well as build a relationship with a potential client of Sailcargo.

Suggested indicator: Reduction in pesticides or chemical fertilizers used

Possible evidence: Reduction in kg/tons of pesticides or chemical fertilizers used

CORCLIMA

The Monteverde Commission for Resilience to Climate Change (CORCLIMA), is an organization working to combat climate change. They work to measure the amount of emissions that have been reduced and the amount of carbon sequestered in the Monteverde District. SPARS can help CORCLIMA on projects that promote reforestation practices and electric transport.



Possible indicators: Increased Reforestation, Increased Use of Electric Transport

Possible evidences: Number of trees planted, Reduction in transportation emissions

Appendix D1: SPARS Committee Questionnaire

1. How closely does this project align with the criteria of the SPARS program?

- 1: Meets one criterion
- 2: Meets two criteria
- 3: Meets three or more criteria

1 2 3

2. How urgently does this project need to be completed?

- 1: Could be completed next year
- 2: Needs to be completed within the next year
- 3: Needs to be completed within the next few months

1 2 3

3. What is the size of the impact this project will have?

- 1: This only helps one person, or has a small impact
- 2: This helps a couple people, or has a medium sized impact
- 3: This helps many people, or has a large impact

1 2 3

4. Is it likely that the project will be able to reach completion with support from SPARS?

- 1: Not possible
- 2: Unlikely but possible
- 3: Likely

1 2 3

5. Does the applicant or those working with them have the necessary experience to complete the project?

- 1: Definitely not
- 2: Most Likely
- 3: Definitely yes

1 2 3

6. Is a feasible method outlined in the proposal to measure the success of the proposed project?

- 1: No
- 2: N/A

3: Yes

1

2

3

7. Is the proposed amount for this project a reasonable percentage of the SPARS budget?

1: No

2: Yes, but it is a significant percentage

3: Yes

1

2

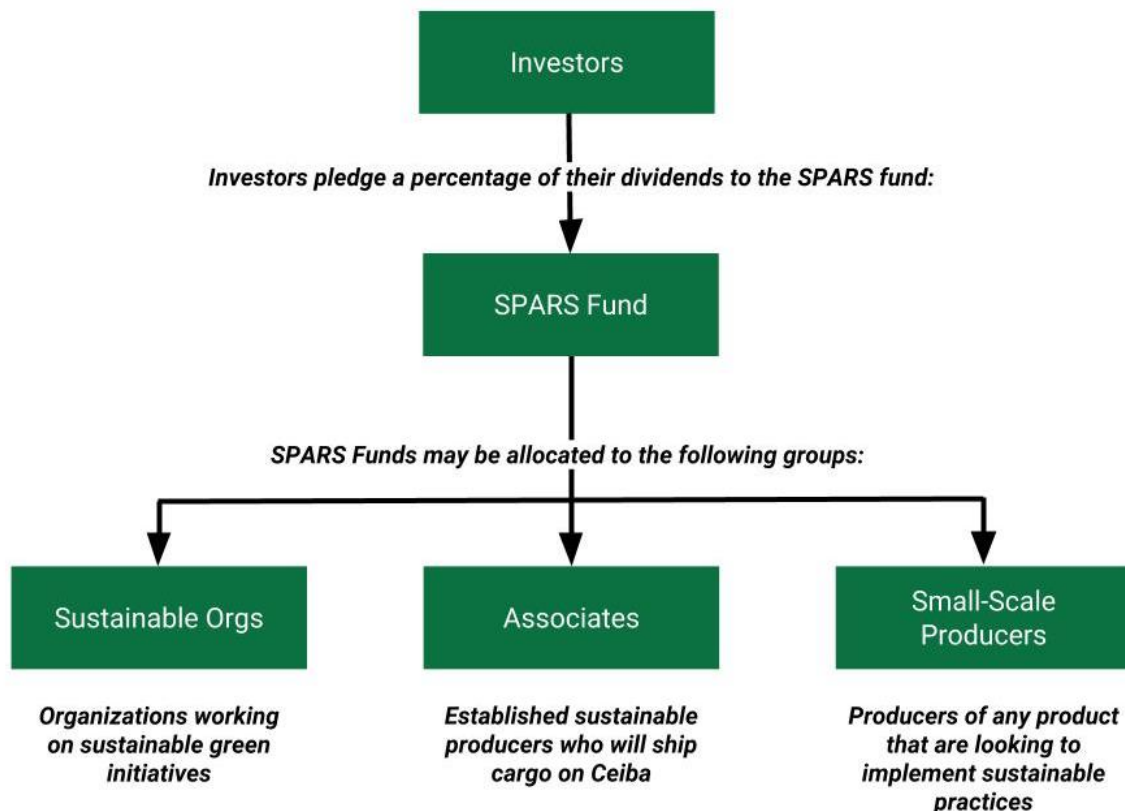
3

The Sustainable Partners Re-Investment System (SPARS)

Sailcargo is developing the SPARS program to promote sustainable and ethical practices in Costa Rica. We want to redirect profits generated by *Ceiba* towards producers local to the Bellbird Biological Corridor. This system will be supported by you, the shareholder, and will reinvest in the community in order to support sustainability initiatives. SPARS will help Sailcargo grow its network so that more products can be produced and shipped using completely carbon neutral methods. This contributes to their goal of environmental and social sustainability.

SPARS, through your generous donations, will support sustainability in three ways by investing in local: small-scale producers, organizations with sustainability initiatives, and sustainable producers who will ship cargo on *Ceiba*.

The donations you provide may be allocated to three different groups. This flow of funds is shown in the figure below.



SPARS will give grants to projects that fall into one or more of the following five categories:

1. Creating mutually beneficial support systems by providing funds toward producers who either use Sailcargo to export goods, or provide Sailcargo with a useful product.
2. Improving the sustainability of farming practices
3. Supporting disadvantaged individuals or organizations and fair trade
4. Conservation in the Bellbird Biological Corridor
5. Promoting carbon sequestration efforts

Supporting these projects will increase our impact environmental and social impact, while also benefiting Sailcargo and its shareholders. By building Sailcargo’s network through supporting sustainable producers, Sailcargo can increase the amount of goods shipped on *Ceiba*. Using Sailcargo’s carbon neutral supply chain increases the value of the goods shipped on the network. Building our network of sustainable producers through this new program will benefit both Sailcargo’s mission and the shareholders.

With your help, SPARS will be implemented in two phases. The first year will be the pilot program. During the pilot program, we will work with organizations and producers in the Bellbird Biological Corridor that Sailcargo already has a relationship with. This will ensure that the program has a strong set of partners to begin making an impact while still developing our network. In the second phase of the program, new partners will be able to submit proposals for support from the SPARS program. For this pilot program, we have a list of producers and sustainability-focused organizations. Sailcargo already has a strong relationship with all of these organizations. We have selected them to be the first partners of the SPARS program as many of them already have established methods to measure the impact of their initiatives. The support given to them through SPARS will be measured by SPARS and the organizations in order to ensure there is a lasting positive impact.

Potential Phase 1 Organizations for SPARS

All figures within tables assume that the specified project would receive one third of the total funding from the 2021 SPARS budget. The left column of tables shows the percentage of Sailcargo’s profits being donated by the shareholders into SPARS, and the right portion of the table shows the impact the SPARS program can have at these different levels of shareholder profit reinvestment: Currently, the various levels of commitment pledged by our shareholders is equivalent to 10% of our projected profits.



Nahua Chocolate

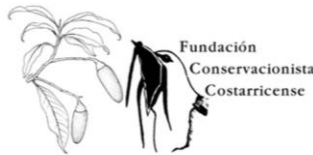
Nahua Chocolate is a Costa Rican chocolate company that uses sustainably grown cacao in its products. They are a certified B corporation that works with rural smallholder farmers to revitalize their cacao plants. Their program raises farmer income and increases the use of sustainable farming practices. SPARS can help this program expand to more farmers and build a relationship with a potential client of Sailcargo.

The work SPARS does with Nahua will have a direct and measurable positive impact on the farmland and will further improve the quality of life of those in Nahua’s network. We will measure all of our initiatives with Nahua by tracking how many hectares of cacao farmland have been rehabilitated, and the number of farmers that have received support. The table below shows the number of farmers aided by year in the columns, and

by percentage of Sailcargo's total profits given to SPARS in the rows.

Farmers aided (Average farmer with 2 hectares)

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----|------|------|------|------|------|------|
| 10% | 1 | 3 | 7 | 14 | 13 | 18 |
| 30% | 3 | 10 | 22 | 41 | 38 | 54 |
| 50% | 5 | 17 | 36 | 68 | 64 | 91 |



Fundación Conservacionista Costarricense

The Costa Rican Conservation Foundation (FCC) is working to protect bird habitat and the habitat of other flora and fauna in the Pacific half of Costa Rica. They are accomplishing this by leading reforestation efforts on the Pacific slope. They operate a nursery locally and have planted over 250,000 trees. The organization plants and then cares for those trees. SPARS can help fund for the planting and care of more trees, helping sequester carbon and conserve the Bellbird Biological Corridor.

With support from you, our shareholders, we can work with FCC to further their initiatives and drastically increase carbon sequestration by reforesting farmland throughout the Bellbird Biological Corridor. The tables below show the number of trees planted or protected by year in the columns, and by percentage of Sailcargo's total profits given to SPARS in the rows.

Trees Planted with Two Years of Care (# of trees)

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----|-------|--------|--------|--------|--------|--------|
| 10% | 940 | 3,350 | 6,973 | 13,031 | 12,245 | 17,410 |
| 30% | 2,821 | 10,049 | 20,919 | 39,092 | 36,734 | 52,229 |
| 50% | 4,701 | 16,749 | 34,865 | 65,154 | 61,224 | 87,048 |

Old Growth/Habitat Protected (# of trees)

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----|------|------|------|------|------|------|
| 10% | 8 | 28 | 58 | 109 | 102 | 145 |
| 30% | 24 | 84 | 174 | 326 | 306 | 435 |
| 50% | 39 | 140 | 291 | 543 | 510 | 725 |

We will work with FCC to measure the impact that SPARS has had on their initiative by tracking the number of surviving trees

that were planted from the funds donated. We will also track the amount of carbon sequestered as a result of the support from SPARS. We hope to further our mission of becoming truly carbon negative partially through our support of FCC.



Cama-Pez de la Costa

Cama-Pez is a sustainable fishery located in Costa de Pajaros, Costa Rica, nearby to the Sailcargo shipyard in Punta Morales. Cama-Pez only accepts and sells sustainably caught seafood. Their fishermen use specific nets that do not harm non-target species nor the fish themselves. They conduct training to teach fishermen how to catch their fish with these and other sustainable fishing methods. SPARS could help their sustainable fishing program by allowing it to include more fisherman.

Located near our headquarters at the end of the Bellbird Biological Corridor, Cama-Pez' mission of encouraging sustainable fishing practices aligns closely with our goals. We will measure the impact the SPARS program has on Cama-Pez' initiatives by examining the number of fishermen assisted, or the numbers associated with purchased equipment.

The tables below show the number of sustainable nets or boats purchased by year in the columns, and by percentage of Sailcargo's total profits given to SPARS in the rows.

Number of Sustainable Nets

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <i>10%</i> | 2 | 6 | 12 | 22 | 20 | 29 |
| <i>30%</i> | 5 | 17 | 35 | 65 | 61 | 87 |
| <i>50%</i> | 8 | 28 | 58 | 109 | 102 | 145 |

Number of Boats

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <i>10%</i> | 1 | 3 | 7 | 13 | 12 | 17 |
| <i>30%</i> | 3 | 10 | 21 | 39 | 37 | 52 |
| <i>50%</i> | 5 | 17 | 35 | 65 | 61 | 87 |



Productores Sostenibles de Monteverde

Productores Sostenibles de Monteverde (PSM)

Productores Sostenibles de Monteverde is a new association of farmers in the Monteverde who are using sustainable agricultural practices. SPARS can help PSM by providing financial assistance to help get the organization off the ground and help the members implement even more sustainable practices. Working with PSM can also help build a stronger network of small-scale farmers for SPARS to help as well as be future clients of Sailcargo.

Sailcargo is very excited to being working with PSM. Using SPARS to fund an organization that is already encouraging and educating farmers about sustainable practices is a great opportunity for the program to benefit small-scale producers. Recording the number of farmers supported by SPARS, and the practices that they are then able to implement is how we will track our impact.



Café de Monteverde/Life Monteverde

Café de Monteverde is an association of farmers that sell a substantial amount of coffee from the Monteverde region. Life Monteverde is a farm and organization that serves as an educational arm of the company. The farm teaches local people and visitors about sustainable agricultural practices and reducing environmental impact. SPARS could help the company expand both their sustainable practices and their educational opportunities, as well as build a relationship with a potential client of Sailcargo.

The impact the SPARS program can make working with Cafe de Monteverde will be through the reduction in pesticides or chemical fertilizers, as well as by increasing education efforts in different areas of sustainability,

CORCLIMA

The Monteverde Commission for Resilience to Climate Change (CORCLIMA), is an organization working to combat climate change. They work to measure the amount of emissions that have been reduced and the amount of carbon sequestered in the Monteverde District. SPARS can help CORCLIMA on projects that promote reforestation practices and electric transport.



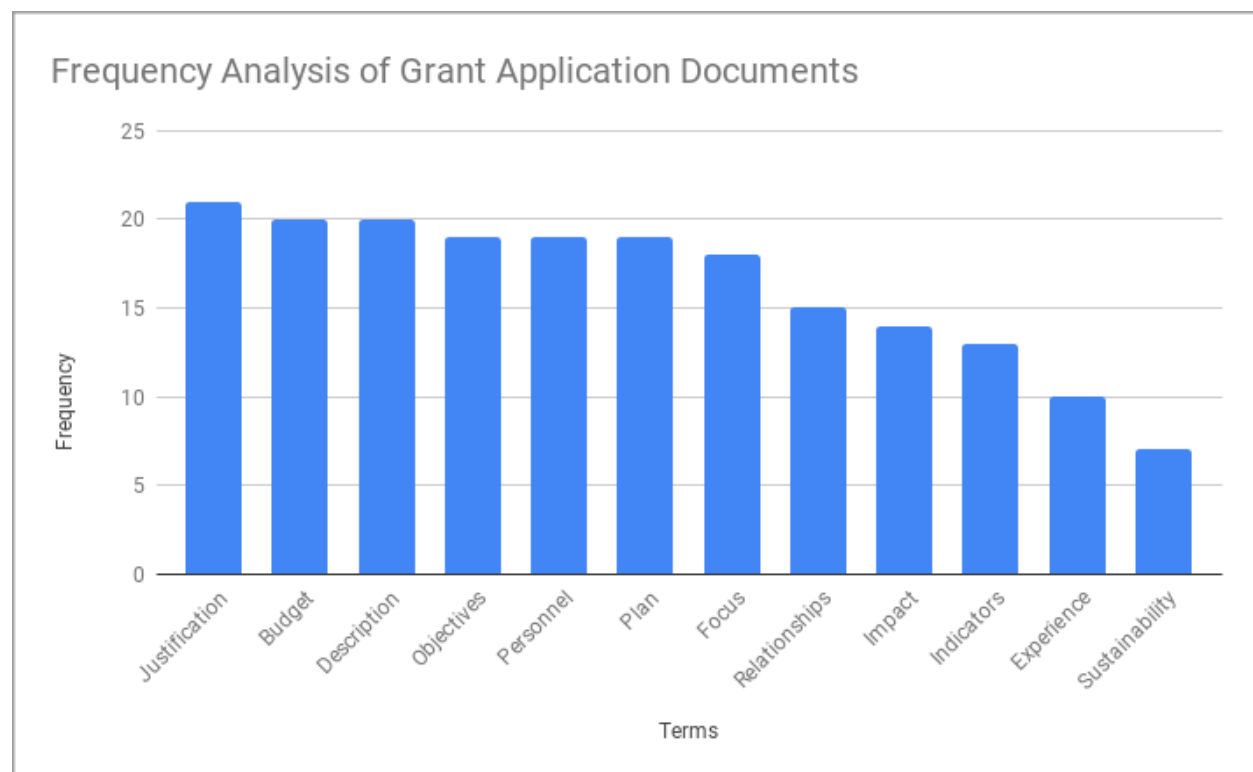
We are interested in working with CORCLIMA to further their reforestation and sustainable transport initiatives. We will measure our efforts working with CORCLIMA by tracking the

trees planted as a part of CORCLIMA's reforestation efforts, as well as aid CORCLIMA in measuring transportation emissions and encouraging the spreading of awareness of renewable forms of transport.

Appendix P: Frequency Analysis Data

List of Grant Programs examined:

1. Monteverde Community Fund
2. Greater Worcester Community Foundation
3. Community Foundation of Western Massachusetts
4. YouthReach
5. American Honda Foundation
6. Rufford Small Grants Program for Nature Conservation
7. Microsoft AI for Earth Grant Program
8. Peace Corps Small Grants Program
9. Mabel Louise Riley Foundation
10. Global Environment Facility Small Grants Program
11. Lane Cove Council Sustainability Small Grants Program
12. Freshwater Future
13. EPA Environmental Justice Grants Program
14. Greater New Haven Green Fund
15. City of Tacoma Sustainability Small Grant
16. Chesapeake Bay Trust - Green Streets, Green Jobs, Green Towns
17. SE Uplift 2019 Community and Civic Engagement Small Grant
18. North American Wetlands Conservation Act Small Grant Program
19. Portland Parks Foundation Small Grants Program



| | Organizations | | | | | | | | | | |
|----------------|---|--|---|-----------------------------|------------------------------|--|---|----------------------------------|------------------|--|---|
| Words | Monteverde Community Fund | Greater Worcester Community Foundation | Community Foundation of Western Massachusetts | YouthReach | American Honda Foundation | Rufford Small Grants for Nature Conservation | Microsoft AI for Earth | Peace Corps Small Grants Program | Riley Foundation | Global Environment Facility Small Grants Program | Lane Cove Council Sustainability Small Grants Program |
| Justification | X | X | X | X | | X | | X | X | X | |
| Focus | X | X | X | X | X | X | X | | X | | |
| Objectives | X | X | X | X | X | X | | X | X | X | |
| Impact | X | X | X | X | X | | X | X | X | X | |
| Relationships | X | X | | X | | X | X | X | | X | X |
| Personnel | X | X | X | X | X | X | X | X | X | X | |
| Sustainability | X | | | | | | | X | | X | |
| Indicators | X | X | X | X | X | X | | | | X | X |
| Budget | X | X | X | | X | X | | X | X | X | X |
| Experience | X | X | | X | | X | | X | | X | |
| Plan | | X | X | X | | X | X | X | | X | X |
| Description | X | X | X | X | X | X | X | X | X | X | X |
| | North American Wetlands Conservation Act Small and Standard Grant | Portland Parks Foundation Small Grants Program | Freshwater Future | EPA - Environmental Justice | Greater New Haven Green Fund | City of Tacoma Sustainability small grant | Chesapeake Bay Trust - Green Streets, Green Jobs, Green Towns | | | | |
| Justification | X | X | X | X | X | X | X | | | | |
| Focus | X | | | X | X | X | X | | | | |
| Objectives | X | | X | X | X | X | | | | | |
| Impact | | | | | X | X | | | | | |
| Relationships | X | X | | | | X | X | | | | |
| Personnel | X | X | | X | | X | X | | | | |
| Sustainability | | | | | | X | X | | | | |
| Indicators | X | X | | | | X | | | | | |
| Budget | X | X | X | X | X | | X | | | | |
| Experience | X | | | | | | X | | | | |
| Plan | X | X | X | | X | X | X | | | | |
| Description | X | X | | X | | X | X | | | | |

Appendix Q: SPARS Infographic for Investors

This infographic can be sent to shareholders and posted on social media in order to encourage shareholders to give to SPARS. We suggest that this infographic is sent out after the shareholders receive the *Shareholders SPARS Info Document* as a reminder to shareholders about SPARS and its positive impacts.



**The 30% participation mentioned in the infographic above refers to each shareholder donating 30% of their dividends*

Appendix R: Sample from Spreadsheet of Cost Figures and Pilot Program Funding

| | A | B | C | D | E | F | G | H | I | J | K | L | M |
|----|--|------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|------------------------------------|------------|--|---|
| 1 | SPARS Donation Level | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | | Organization | Thing | Unit Price | Unit | |
| 2 | | 10% | \$7,052.00 | \$25,124.00 | \$52,298.00 | \$97,731.00 | \$91,836.00 | \$130,574.00 | Cama-Pez | Boat for Fisherman | \$2,500.00 | 1 Boat | |
| 3 | | 30% | \$21,156.00 | \$75,372.00 | \$156,894.00 | \$293,194.00 | \$275,509.00 | \$391,722.00 | Cama-Pez | Nets for Fisherman | \$1,500.00 | Net for 1 Fisherman | |
| 4 | | 50% | \$35,261.00 | \$125,620.00 | \$261,490.00 | \$488,657.00 | \$459,182.00 | \$652,870.00 | Nahua | Cacao Renovation/Support of Farmer | \$2,400.00 | 1 average farmer receiving assistance over a 2-year period | |
| 5 | | | | | | | | | FCC | Reforestation - Tree Planting | \$2.50 | 1 Tree with 2 years of care | |
| 6 | | x = | 0.33333 | | | | | | FCC | Protection of old growth tree | \$300.00 | 1 Tree | |
| 7 | | | | | | | | | | | | | |
| 8 | x% of Money going to one place | | | | | | | | | | | | |
| 9 | | 10% | \$2,350.64 | \$8,374.58 | \$17,432.49 | \$32,576.67 | \$30,611.69 | \$43,524.23 | | | | | |
| 10 | | 30% | \$7,051.93 | \$25,123.75 | \$52,297.48 | \$97,730.36 | \$91,835.41 | \$130,572.69 | | | | | |
| 11 | | 50% | \$11,753.55 | \$41,872.91 | \$87,162.46 | \$162,884.04 | \$153,059.14 | \$217,621.16 | | | | | |
| 12 | x% of Money Evenly Distributed Among All 5 | | | | | | | | | | | | |
| 13 | | 10% | \$470.13 | \$1,674.92 | \$3,486.50 | \$6,515.33 | \$6,122.34 | \$8,704.85 | | | | | |
| 14 | | 30% | \$1,410.39 | \$5,024.75 | \$10,459.50 | \$19,546.07 | \$18,367.08 | \$26,114.54 | | | | | |
| 15 | | 50% | \$2,350.71 | \$8,374.58 | \$17,432.49 | \$32,576.81 | \$30,611.83 | \$43,524.23 | | | | | |
| 16 | | | | | | | | | | | | | |
| 17 | | | | | | | | | | | | | |
| 18 | | | | | | | | | | | | | |
| 19 | | | | | | | | | | | | | |
| 20 | | | | | | | | | | | | | |
| 21 | | | | | | | | | | | | | |
| 22 | | | | | | | | | | | | | |
| 23 | | | | | | | | | | | | | |
| 24 | | | | | | | | | | | | | |
| 25 | | | | | | | | | | | | | |
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| 28 | | | | | | | | | | | | | |
| 29 | | | | | | | | | | | | | |
| 30 | | | | | | | | | | | | | |
| 31 | | | | | | | | | | | | | |
| 32 | | | | | | | | | | | | | |
| 33 | | | | | | | | | | | | | |
| 34 | | | | | | | | | | | | | |

SPARS Budget

| Year | 10% | 30% | 50% |
|------|--------|--------|--------|
| 2021 | \$0.00 | \$0.00 | \$0.00 |
| 2022 | \$0.00 | \$0.00 | \$0.00 |
| 2023 | \$0.00 | \$0.00 | \$0.00 |
| 2024 | \$0.00 | \$0.00 | \$0.00 |
| 2025 | \$0.00 | \$0.00 | \$0.00 |
| 2026 | \$0.00 | \$0.00 | \$0.00 |

| | A | B | C | D | E | F | G | H | I | J | K |
|---|--|------|------|------|------|------|------|----|--|---|---|
| 1 | | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | | Organization | | |
| 2 | x% of Money going to one place | | | | | | | | Nahua | | |
| 3 | | 10% | 1 | 3 | 7 | 14 | 13 | 18 | Thing | | |
| 4 | | 30% | 3 | 10 | 22 | 41 | 38 | 54 | Cacao Renovation/Support of Farmer | | |
| 5 | | 50% | 5 | 17 | 36 | 68 | 64 | 91 | Unit | | |
| 6 | x% of Money Even Distributed Among All 5 | | | | | | | | 1 average farmer receiving assistance over a 2-year period | | |
| 7 | | 10% | 0 | 1 | 1 | 3 | 3 | 4 | Unit Price | | |
| 8 | | 30% | 1 | 2 | 4 | 8 | 8 | 11 | \$2,400.00 | | |
| 9 | | 50% | 1 | 3 | 7 | 14 | 13 | 18 | | | |